



全国翻译硕士专业学位(MTI)系列教材

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商务口译

A Coursebook
of Business Interpreting

赵军峰 主编

外语教学与研究出版社

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《商务口译》 参考答案

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第一单元

III. Passages for Interpreting

Passage 1

Respected Leaders, Distinguished Guests, Ladies and Gentlemen,

After intensive preparation, the first Annual Meeting of the Pan-Pearl River Delta Regional Fishery Economic Cooperation Forum convenes now. On behalf of Guangdong Provincial Oceanic and Fishery Administration, I would like to extend a warm welcome to all of the participants and distinguished guests present at this forum. //

Expanding our cooperation in fishery under the general scheme of the Pan-Pearl River Delta regional cooperation has become a pending task for all of us. We get together here today to explore and discuss the new possibilities of the cooperation. We are committed to materializing the content of the cooperation and promoting the rapid, harmonious and sustainable development of fishery in the area. // At the same time, we have further expanded our cooperation scope by including the participation of ASEAN counterparts. This effort will speed up the cooperation between the Pan-Pearl River Delta (PPRD) and ASEAN in fishery industry. The convention of this meeting has been stressed and facilitated by the Ministry of Agriculture and local governments at provincial level. Delegates to this meeting are from nine provinces and areas of the PPRD and fishery administrations of Hong Kong Special Administrative Region (HKSAR) and Macao Special Administrative Region (MSAR), as well as ASEAN countries. // I am confident that with our candid exchange of ideas and collective wisdom, fruitful results will be achieved via this forum. I would now like to take this opportunity to brief you on the fishery industry in Guangdong province. //

Guangdong has a massive fishery industry. By 2006, the expected output of aquatic products in Guangdong is 7.215 million tons, up by 3.8% over that of the last year. The gross productivity of fishery is 120 billion *yuan*, which is an increase of 17.8% over that of the last year. Specifically, the aquatic productivity accounts for 54.8 billion *yuan*, witnessing a growth of 4.6%. // The export volume and value of aquatic products from January to September this year are 290,000 tons and 405 million USD respectively, up by 15.7% and 21.7% respectively as compared to the same period of last year. //

Passage 2

谢谢（主持人）。

今天，我很荣幸来参加各位的毕业典礼。这是所世界上最好的学校之一。说实话，我从来没从大学毕业过，这是我离大学毕业最近的一刻。今天，我想给你们讲我人生中的三个故事，不谈大道理，三个故事就好。//

第一个故事，是关于人生中的点点滴滴是如何串连在一起的。我在里德学院待了六个月就退学了，接着作为一名插班生在那儿待了18个月，之后才真正离开学校。那么，我为什么退学？//

这得从我出生前讲起。我的亲生母亲当时是个研究生，年轻的未婚妈妈，她决定让别人收养我。她强烈地觉得收养我的人应该是大学毕业生，所以她就准备我一出生就让一对律师夫妇收养。但是这对夫妻到了最后一刻反悔了，他们其实想收养女孩。// 所以

我的养父母——在等待收养名单上的一对夫妇，在一天半夜里接到一通电话问他们：“有一名意外出生的男孩，你们要认养他吗？”他们回答：“当然要。”后来，我的生母发现，我现在的母亲没有大学毕业，我现在的父亲则连高中都没有毕业。她拒绝在最终的认养文件上签字。// 直到几个月后，我的养父母保证将来一定会让我上大学，她的态度才软化。这就是我生命的开始。//

十七年后，我确实上了大学。但是当时我天真地选了一所学费几乎跟斯坦福一样贵的大学，我那工人阶级的父母将所有积蓄都花在我的学费上。六个月后，我看不出念这个书的价值何在。那时候，我不知道这辈子要干什么，也不知道念大学能对我有什么帮助，只知道为了念这个书，我在花我父母这辈子所有的积蓄。

所以我决定退学，相信船到桥头自然直。// 当时这个决定看来相当可怕，可是现在看来，那是我这辈子作过的最好的决定之一。// 在我退学之后，我再也不用上我不感兴趣的必修课，而是开始插班去听那些我感兴趣的课。//

但事情也不都是这么浪漫。我没有宿舍，所以我睡在朋友房间的地板上，靠回收可乐空罐所挣的五分钱买吃的，每个星期天晚上得走七英里的路绕过镇子去哈尔·克里什纳神庙吃顿好的，我喜欢那儿的食物。// 我就这样追随着自己的好奇心与直觉，而这些大部分后来都被证实是无比珍贵的经历。给你们举个例子吧。当时里德学院有着估计是全国最好的书写教育。校园内的每一张海报上，每个抽屉的标签上，都是美丽的手写字。// 因为我退学了，可以不上常规课程，所以我跑去上书写课，学习怎样写出那些优美的字体。我学了衬线与无衬线字体，学到在不同字母组合间变更字间距，学到排印伟大的地方。书写的美好、历史感与艺术上的精细感是科学所无法捕捉到的，我觉得这很令人着迷。//

我没想过学这些东西能在我生活中起些什么实际作用。不过10年后，当我在设计第一台麦金塔电脑时，我想起了当时所学的东西，所以把这些东西都设计进了麦金塔电脑里。// 这是第一台拥有漂亮字体的计算机。如果我在大学里没有插班去听那一门课，麦金塔电脑可能就不会有多种字体跟不同比例的字间距了；很可能任何个人电脑都不会有那些漂亮的字体，因为windows视窗系统模仿了麦金塔的字体。// 如果当年我没有退学，我就根本不会去上那门书写课，大概所有的个人计算机都不会有现在我们看到的漂亮字体了。当然，当我还在大学里时，不可能预见这些点点滴滴能串连在一起。但在10年后的今天再回顾，一切就显得非常清楚。//

我再说一次，你无法预先把点点滴滴串连起来；只有在未来回顾时，你才会明白它们是如何串在一起的。所以你得相信，眼前你经历的种种，将来多少会连结在一起。你得信任某些东西，勇气也好，命运也好，生命也好，或者因缘。因为相信这些经历会结成为你今后的路，会让你有信心听从自己的内心走下去，尽管这有时将把你带离老路，而这样做的意义是非凡的。//

我的第二个故事，是有关爱与失去的。// 我很幸运——年轻时就发现自己爱做什么事情。我20岁时，跟沃兹在我父母的车库里开始了苹果电脑的事业。我们拼命工作，苹果电脑的规模在10年间从两个人、一间车库扩展成了一家拥有4,000多名员工、价值20亿美元的公司。// 而我们在那一年之前刚推出了我们最棒的作品——苹果计算机，那时我才刚迈入30岁。//

然后我被解雇了。// 我怎么会把自己创办的公司给解雇了？是这样的，当苹果公司成长起来时，我们请来了一个我认为在经营公司上很有才干的家伙，在头几年情况都还不错。可是后来我们在未来的愿景上开始产生分歧，最后闹翻了，而这时董事会站在他那边。// 就这样在我30岁的时候，我被解雇了，而且是非常公开的。我失去了整个生活的重心，这对我是巨大的打击。//

有几个月，我不知道要做什么。我觉得我令企业界的前辈们失望——我把他们交给我的接力棒弄丢了。// 我见了（创办HP的）大卫·帕卡德跟（创办Intel的）鲍勃·诺伊斯，跟他们说我很抱歉把事情给搞砸了。我成了公众眼中失败者的典型，我甚至想要离开硅谷。但是渐渐的，我发现：我还是喜爱那些我做过的事情，在苹果公司经历的那些事丝毫没有改变这一点。虽然我被否定了，可是我还是热爱这份事业。所以我决定从头来过。// 当时我不知道，但现在看来，被苹果公司开除是我所经历过最好的事情。成功的沉重被从头来过的轻松所取代，每件事情都不那么确定。这让我获得自由进入了我这辈子最有创意的时期。//

接下来五年，我开了一家叫做NeXT的公司，以及一家叫做Pixar的公司，爱上了一个迷人的女人，她后来也成为了我的妻子。Pixar接着制作了世界上第一部电脑动画电影——《玩具总动员》，现在它是世界上最成功的动画制作公司。// 在一次重大的事件转折中，苹果公司买下了NeXT，我又回到了苹果，而我们在NeXT发展的技术成了苹果公司目前复兴的核心部分。劳伦和我也有了个美妙的家庭。//

我很确定，如果当年苹果公司没解雇我，这些事情就不会发生。这帖药很苦口，可是我想这正是病人所需的。有时候，生活会用砖头打你的头。不要丧失信心。// 我确信我爱我所做的事情，这就是这些年来支撑我继续走下去的唯一理由。// 你得找出你的最爱，工作上如此，对于人生伴侣也是如此。你的工作将占掉你人生的一大部分，唯一真正能让你获得满足的方法就是做你相信是最棒的工作，而唯一能事业有成的方法是热爱你所做的事。// 如果你还没找到你的所爱，继续找，别停顿。只要全心全意，当你找到它时你就一定会知道。而且，跟美好的感情一样，它会随着时间的推移而愈来愈美好。所以，继续找，别停顿。//

我的第三个故事是关于死亡的。我17岁时读到一则格言，好像是这样的：“把每一天都当成生命中的最后一天，将来有一天你会发现这样做是正确的。”// 这对我影响深远。在过去33年里，我每天早上都会照镜子，自问：“如果今天是此生最后一日，我还会选择我今天要做的事吗？”每当我连续太多天都得到“不”这个答案时，我就知道我必须作出一些改变。//

提醒自己很快就会死去，是我所用过的能帮助我在人生中作出重大决定的最重要的方法。因为几乎每件事——所有外在期望、所有的自豪、所有对困窘或失败的恐惧——在面对死亡时，都消失了，只有真正重要的东西才会留下。// 这是我所知的不让自己掉入害怕失去的陷阱的最好方法。你已经一无所有了，没理由不能顺心而为。//

大约一年前，我被诊断出癌症。我在早上七点半作了扫描，结果清楚显示出胰脏上长了一个肿瘤。我连胰脏是什么都不知道。医生告诉我，那几乎可以确定是一种不治之症，预计我大概只能活三到六个月了。他建议我回家，安排好身后事，这是医生对临终病人的标准建议。// 那代表你得试着在几个月内把你将来10年想跟孩子讲的话讲完。那意味着你得把每件事情安排好，使家人过得尽量轻松。那意味着你得说再见了。//

我那一整天都想着那个诊断结果。那天晚上我做了一次切片，他们从喉咙伸入一个内视镜，穿过胃进到肠子，将探针伸进胰脏，取了一些肿瘤细胞出来。当时我打了镇静剂，不醒人事，但是我妻子在场。她后来跟我说，医生们用显微镜看那些细胞时叫了出来，因为那是非常少见的一种胰脏癌，可以用手术治好。所以我接受了手术，康复了。

//

这是我最接近死亡的时候，希望那也是我未来几十年内最接近的一次。经历此事后，我可以比先前只把死亡当作纯粹的理性概念时更肯定地告诉你们：没有人想死。//

即使那些想上天堂的人，也想活着上天堂。但是死亡是我们共同的终点，没有人逃得过。这是注定的，因为死亡很可能就是生命最棒的发明。它是生命交替的媒介，送走

老人们，给新生代让路。// 现在你们是新生代，但是不久的将来，你们也会逐渐变老并离开人生的舞台。抱歉讲得这么戏剧化，但这是事实。//

你们的时间有限，所以不要浪费时间活在别人的生活里。不要被教条所局限，盲从教条就是活在别人思想的结果里。// 不要让别人的意见淹没了你的心声。最重要的，拥有追随自己内心与直觉的勇气，你的内心与直觉多少已经知道你真正想要成为什么样的人，任何其他事物都是次要的。//

在我年轻时，有本杰出的杂志叫做《全球目录》，这可是我们那一辈的经典读物。那是一位叫斯图尔特·布兰德的家伙发行的，住在离这不远的门洛帕克。他把这本杂志办得很有诗意。// 那是60年代末期，个人计算机和桌面印刷机还没出现，所有内容都是打字机、剪刀跟宝丽来相机做出来的。杂志内容有点像印在纸上的平面Google，但比Google早了35年。这本杂志很理想主义，充满了新奇工具与伟大的见解。//

斯图尔特跟他的团队出版了好几期的《全球目录》，然后很自然的，最后出了停刊号。当时是70年代中期，我正是你们现在这个年龄的时候。// 在停刊号的封底，有张清晨乡间小路的照片，那种如果你四处搭便车冒险旅行就会经过的乡间小路。照片下印了行小字：求知若饥，虚心若愚。那是他们亲笔写下的告别讯息。// 求知若饥，虚心若愚，我总是以此要求自己。当你们毕业，展开新生活，我也以此祝福你们。//

求知若饥，虚心若愚。//

非常感谢大家。//

Passage 3

Dear Mr. Parsons, Distinguished Guests, Ladies and Gentlemen,

Good evening! It is a great pleasure for me to join all of you here at the opening ceremony of the 2005 Fortune Global Forum on this pleasant evening. // Let me begin by extending, on behalf of the Chinese government and also in my own name, my warm welcome to all of you and my sincere congratulations to the sponsor of the Forum, the Time Warner Inc. of the United States. //

The theme of the Forum, "China and the New Asian Century", gives full expression to the widespread interest in the prospects of the development in China and Asia as a whole, as well as in the impact of their development on global economic growth. // It also shows that with the surging economic globalization, China and Asia are quickly becoming a new driving force for the world while the global boom is also generating more important opportunities for China and Asia. Continued mutually beneficial economic cooperation and rising interdependence among the world's countries and regions will usher in an even better future for the development of global economy. //

Ladies and Gentlemen. // China is an ancient civilization with a history dating back over 5,000 years. The Chinese people have made a major contribution to human progress by creating the splendid Chinese civilization with hard work and ingenuity. // The city of Beijing, with its history of over 3,000 years, stands testimony to that effort. It became the nation's capital over 800 years ago. A short distance from the Great Hall of the People, where we are in right now, is the world-renowned Forbidden City. First built some 600 years ago, the former Imperial Palace is the largest and most complete existing ensemble of ancient royal architecture in the world. //

From Beijing's time-honored past and the delicately-constructed Forbidden City itself, people

can learn vividly the originality, greatness and profound richness of the Chinese civilization and feel for themselves the vigor, resilience and pioneering spirit of the Chinese nation. //

Beginning in the mid-19th century, China was reduced to dire misery as the country suffered one humiliating defeat after another and the people languished in poverty and starvation as a result of brutal foreign aggressions and the corrupt and incompetent feudal rulers. Refusing to submit to the troubles at home and aggressions from abroad, the Chinese people fought back persistently and finally built up a new China under the leadership of the Chinese Communist Party. //

Since the establishment of New China, and particularly since the implementation of the reform and opening-up policy pioneered by Mr. Deng Xiaoping in 1978, China has undergone a profound transformation never seen in the country before. // In a short span of 26 years from 1978 to 2004, China's GDP increased from \$147.3 billion to \$1.6494 trillion with an average annual growth rate of 9.4%. Its foreign trade volume rose from \$20.6 billion to \$1.1548 trillion, averaging an annual growth rate of over 16%. China's foreign exchange reserve increased from \$167 million to \$609.9 billion. The number of rural poor has dwindled from 250 million to 26 million. The overall national strength of China has increased remarkably and the people's living conditions improved steadily. // While inheriting and carrying forward their proud past, the 1.3 billion Chinese people are writing a new chapter in history as they march of one mind on the road of building socialism with Chinese characteristics. //

China has identified the goal for the first 20 years of this century, that is, to firmly seize the important strategic opportunities to build a moderately prosperous society of a higher standard in an all-round way for the benefits of our over one billion people. By 2020, we will quadruple China's GDP of 2000 to approximate \$4 trillion with a per capita level of some \$3,000, and further develop the economy, improve democracy, advance science and education, enrich culture, foster greater social harmony and upgrade the texture of life for the people. //

We are deeply aware that China, for a considerably long period of time to come, will remain a developing country. The population figure of 1.3 billion will make the fulfillment of the above goal a formidable challenge and we must be prepared for a long and uphill journey ahead. //

To realize this goal, we must uphold the scientific approach in achieving economic and social development of the country. We must put the people first, making the fundamental interests of the broadest masses of people our point of departure and endeavoring to satisfy their growing material and cultural needs to pursue the comprehensive development of man. //

We must focus on economic development as our central task, making development our top priority and facilitating the all-round progress in economic, political and cultural aspects and in the building of a harmonious society. We must stick to the direction of reform for a socialist market economy, step up institutional innovation, deepen reforms aimed at inspiring creative vitality of society and increase the inherent dynamics for economic and social development. //

We must adhere to our basic policy of opening to the outside world, building a more open market place and allowing the country to participate more broadly in international economic and technological cooperation and competition with still wider and higher dimensions. //

We must follow a new course of industrialization, endeavor to adjust the economic structure, accelerate the transformation of the ways to achieve economic growth by improving

its quality and efficiency, vigorously develop the circular economy and build a resource-effective and environment-friendly society, thus blazing a trail of development characterized by higher productivity, comfortable life for the people and a sustainable eco-system. We believe, as long as we firmly follow the path of development that is consistent with China's national conditions, we will be able to realize our goals and play a greater and more constructive role in the promotion of world peace and common development.

//

Ladies and Gentlemen! // China and the rest of Asia and the world at large are closely related when it comes to development. A developing China will, as always, generate cooperation opportunities with win-win results for other countries in Asia and the world over. By the end of 2004, China had attracted a total of \$562.1 billion in foreign direct investment (FDI), approved the establishment in China of more than 500,000 foreign-funded enterprises and created a huge import market of some \$560 billion annually. //

At present, most countries and regions have had enterprises with investment in China, and over 400 firms out of the Fortune 500 have invested in China. The number of R&D centers set up by foreign investors in China has exceeded 700. As China becomes more developed, its cooperation with the other countries and their corporations of various types are bound to increase in scale. //

China will keep opening up its market, find new ways of attracting foreign capital, improve on legislations and regulations for encouraging and protecting foreign investors, revamp foreign economic management, step up protection of intellectual property rights, and work still harder to help foreign investors and create an even better environment for trade and economic cooperation between China and the rest of the world. //

For a long time, many of you and the companies you represent have been vigorously involved for years in pushing economic and technological cooperation with China and made significant contribution to China's sustained economic growth and technological upgrading in certain industries. //

Ladies and Gentlemen. All of you are important corporate leaders participating and promoting international economic activities. Many of you and the companies you represent have been vigorously involved for years in pushing economic and technological cooperation with China and made significant contribution to China's sustained economic growth and technological upgrading in certain industries.

Facts have proved that such cooperation serves our mutual interests. We look forward to continued expansion of your investment in China and your still closer economic and technological cooperation with Chinese enterprises. // I believe that you will give greater scope to the advantages of your companies and your rich managerial expertise and play a critical role in facilitating international economic and technological cooperation and promoting economic development in regions and globally. Let us join hands and work together to contribute a greater share to world peace and common development. //

May I conclude my remarks by wishing the 2005 Fortune Global Forum in Beijing a complete success! //

Thank you. //

第二单元

III. Passages for Interpreting

Passage 1

A successful importer or exporter has to understand the skills of negotiation. Trade negotiation is actually a kind of conversation, during which both sides talk about their own cases, present their ideas, listen to each other's proposal and offer, make counter proposal and counter offer and then reach an agreement on the basis of mutual concessions. Mastery of negotiation skills allows one to be strong in a negotiation and achieve a satisfying result. The following important skills are to be obtained: //

First, listen more and talk less. Often, inexperienced negotiators are not able to listen attentively, assuming their job is to tell their own stories, to say what they want to say and to rebut the other side's objections. So instead of paying full attention to what the other party has said they are always thinking about what they are to say next during a negotiation and thus have a lot of valuable information lost. // They mistakenly think that excellent negotiators have the initiative in negotiation because they talk a lot. The fact is that successful negotiators spend half the time listening. They are thinking and analyzing while listening and constantly asking questions to make sure their understandings are correct. // They listen carefully to every sentence the other side utters rather than just what they think are important or what they want to hear. So they get a lot of valuable information from listening and increase the odds for a successful deal. Effective listening allows us to understand the demands of importers, to find new solutions to problems and to modify our offer or counter offer. // It is a task to "talk" while it is a kind of ability or even gift to "listen". "Being able to listen effectively" is a must for every successful negotiator. During talks we should try to encourage the other side to talk more and we should say "yes", "please go on". And we should pose questions for the other side so that they can say more about themselves and we can understand their interests more. //

The second important skill is asking the right questions. Through asking the right type of questions we can not only get information that we don't normally have access to, but also confirm our former judgments. In order to understand the interests of importers, exporters should try to use open-ended questions, i.e., questions that cannot be answered by "yes" or "no" but specific explanation, because open-ended questions allow importers to express their needs freely. For example, one can ask: "Can you tell me more about your company?" "What do you think of our proposal?" And one should note down the key answers and questions for further reference. //

After an offer is made to them, importers often ask: "Can't you do better than that?" We don't have to make concessions but should ask instead: "What is meant by better?" or "Better than what?" Such questions give importers an opportunity to say what they are not happy about. // For example, an importer might say: "Your competitor is offering better terms." Then we can follow up and ask more questions until we fully understand our competitor's offer. And then we can say that our offer is different and better than our competitor's. If we are given an unspecified answer like "no problem", we should not take it and stop but should ask them to give more details. // Additionally, before asking questions, especially at the beginning of talks, we should ask for approval from the other side and it offers us two benefits. On the one hand, when the other party agrees, they will be more cooperative; and on the other hand, if the answer is "yes" to our questions, the confirmative answer can make the talks more

positive and it makes a good beginning. //

Passage 2

我给大家讲一个故事。有一天，我的一个学生这样写道，他在办公室里接到一位客户的电话，客户问道：“你知道你们公司正在为我们做的一个软件项目吗？”“是的，当然知道。我们现在正在生产这款软件。”客户接着说：“我希望你们能提前两周拿出这款软件。”“不，我们做不到。”我的学生想。他对客户说：“我觉得这不可能。”客户说：“如果两周内你们拿不出这款软件，我们的合作就此终止，因为我们急需这款软件。”我的学生说：“那好吧，我去问问。”于是他找到了工程师，工程师也说不可能。// 因为现在的时间根本不够，更别提要提前交货了。于是我的学生给客户回了电话，解释道：“我已经问过工程师了，我感到非常的抱歉，我们实在不能两周内拿出这款软件。”客户回答道：“谢谢你，就这样吧，再见。我理解你们。”// 然后，我的学生就继续工作了。但是几分钟后，老板把他叫到了办公室。客户给她自己老板打了电话，然后客户的老板又打电话给我学生的老板。学生来到办公室后，他听到了电话扬声器中进行的一段非常不愉快的对话。客户的老板说：“如果你们不能提前两周拿出软件，我们的合作就此终止。”我的学生说，当时他的老板变得很不安。于是他对老板说：“告诉她，我们稍后回电话给她。”老板问：“我们可以等一下回电话给你吗？”“没问题，但是必须尽快！”“好！”老板召开了全体员工的紧急会议，而我的学生说，那很快就变成了一场灾难。会上，工程师一直强调：“我们根本不能满足他们的要求。”但是老板和其他的经理都坚持：“我们必须满足他们的要求。”“不能！”“必须！”“不能！”“必须！”//

我的学生注意到这实际上是立场之争。于是他说：“等等，我们先暂停争论。”他转向工程师：“告诉我为什么不能提前两周生产出这款软件？”工程师第一次阐述了他们的潜在利益：“我们努力地实现一个客户要求的产品特性。如果我们要提前拿出产品，那产品就不可能具有那种特性，而客户又坚持产品一定要有这种特性。”天啊！这就是我们的利益所在。我们希望使产品具有客户要求的特性。“好，那我们现在再想一下这个问题，为什么客户急着要这个软件呢？”我的学生说道。//

他们想到了其中的原因。客户需要这款软件，这样就可以马上让接线员进行电话销售了。“那么，有没有什么方法可以帮助客户实现这一利益，且不用赶时间生产软件呢？”我的学生问道。// 问题一提出，所有与会者都开始考虑创新的方案。他们提出的众多方案中就包括这个：我们为什么不用我们的员工帮客户进行两周的电话销售呢？我们有一些富余的员工，他们并不忙，为什么不让他们来处理销售电话呢？一个很有趣的方案。于是我的学生和他的老板给客户回了电话。他们解释道：“很抱歉，我们不能立即交出软件。但是我们想确认我们了解你们的问题，如果我们没猜错的话，我们有一个很好的解决方案。”// 事实证明他们的猜测是正确的。客户说：“是的，我们希望尽快使用电话销售系统。”我的学生建议道：“那我们派出公司员工来处理电话销售，如何？”客户说：“这个主意太好了！这可能还真行得通！我相信这能行的。如果我们认为真需要这样，会打电话给你们的。如果你们愿意这么做的话，那我们就不那么急着要软件了。谢谢。”//

结果如何呢？客户决定他们在这两周中不用软件也能运转下去，并且，他们也没太用到我学生的公司所提供的帮助。在这一过程中，客户发现，我学生所在的公司远比他们想象的好。“你们公司满足了我们的需求，表现出对我们的关心，积极寻找创新的方案帮助我们，即使在看似不可能的情况下，也愿意与我们合作。你们公司是一个很好的

供应商，我们愿意和你们开展更多的合作。”//大家还记得我的学生在早上接到客户电话时的情形吗？当时看起来似乎我学生的职业生涯将就此结束，两家公司之间的合作也似乎将就此终止。绝对是一场灾难。//但是到了下午，不仅问题得到了解决，两家公司之间的关系也更加紧密了，彼此的信任也加深了。我的学生是怎样做到这一点的？让我来告诉大家吧。//他应用了基于利益的思考方式，他问：“为什么你有这样的要求？”他提出了创新的解决方案。在这一过程中，他还建立了极大的信任和紧密的关系。这个例子告诉大家如何运用自己的技巧、原则，并以此为基础提出创新方案。//

但我要说的不止这些，我还想告诉大家，在国际谈判中，这些创新的方案可以解决一些世界范围内普遍存在的问题。我们来看一下常见问题有哪些，以及如何同样运用基于利益的策略来解决这些问题。//在国际谈判中你可能会遇到的一个常见问题就是货币的问题。到底该用哪种货币呢？比如，美国卖方坚持，如果要以墨西哥币支付，我们就定高价。但墨西哥的买方坚持说：“若以墨西哥币支付，就必须降低价格。”高价，低价，高价，低价，这就是他们的立场和需求。//

但是为什么呢？他们的利益在哪里？美国卖方担心，若墨西哥币贬值，他们将遭受损失。但墨西哥买方担心什么呢？因为他们知道，如果墨西哥的公司将太多的本国货币输送到其他国家，政府将对这些公司额外征税。//这就是他们各自的潜在利益。那么，有没有一个创新的双赢方案呢？当然有！方案不止一个。首先，可以用美元支付。其次，可以以实物支付。再次，可以使用远期外汇合同来减少风险。这就是三种创新的方案。//这三种创新方案可单独使用，也可以结合起来解决货币问题。在国际谈判中，这三个方案也经常采纳。

Passage 3

我们再来看另一个国际谈判中基于利益的解决方案。如何使参与谈判的政府官员满意呢？各国政府经常会参与到私人公司交易的过程中。//比如，在1984年，丰田汽车公司和通用汽车公司想在美国合建一个工厂。但美国政府不同意。一方想建工厂，另一方不同意，争执不下。这就是他们彼此的需求，但是，为什么呢？潜在的利益是什么呢？

//从丰田公司和通用汽车公司这方来看，他们的利益是：丰田想进入美国市场，而通用汽车想学习日本的管理。那美国政府的利益是什么呢？美国政府希望确保大公司之间存在竞争。因此，他们担心如果两家大公司变成商业伙伴，竞争就会削弱。这对顾客不利。有没有一个创新的解决方案，使丰田和通用能合作建厂，但又不致于走得太近从而有损消费者利益呢？有！//这就是最终的解决方案：美国政府同意两家公司合作建厂，但是两家公司交流受限，且交流内容必须向政府披露，以便政府了解两家公司之间的关系到底紧密到了何种程度，是否削弱了竞争。该方案证明是行之有效的。//两家公司1985年在加州弗里蒙特合建的工厂至今仍在，并且是全美最好的汽车生产工厂之一。但是，正如各位所知，丰田和通用依然是强劲的对手，目前，通用在竞争中逐渐处于下风。一个创新的解决方案使政府和两家公司都满意，再一次证明基于利益的谈判是行之有效的。//

我们再来看一个例子。第三个常见的国际性问题就是，情况随时都会发生巨大变化，而这种变化是我们希望预测的，那么，如何应对形势的突变呢？这个问题在世界各地都很重要，因为意料之外的变化随时都可能发生。//比如，假设有一个不愿在非洲投资的法国买方，和一个非洲的卖方，卖方坚持买方不仅应购买其产品，还应在非洲投资。

“不投资！”“投资！”“不投资！”“投资！”这就是他们的立场和要求。看起来他们似乎不能达成一致。//那么，我们现在问一下双方，为什么提出以上的要求？如果你

问法国的买方，他会告诉你：“我们担心战争、革命和经济动荡的风险。”如果问非洲卖方，他会说：“我们和我国政府都不希望只做原材料供应商，我们需要发展自己的公司和国家。”那么有没有一个双赢的解决方法呢？有，有很多方法。// 首先，法国公司可以购买保险，费用由非洲公司帮着支付。另一方案就是在合同中加入条款，说明若情况有变，可以终止或变更合同。第三种方案是买方雇佣一个政治分析师，警告买方可能发生的变化，并提出解决办法，劳务费也可由卖方支付。这就是三种创新的方案，它们可使买方更放心地进行投资，同时帮助卖方发展。//

那么文化差异呢？基于利益的谈判能否解决文化差异带来的问题呢？我们已经见过由于文化差异而伤害谈判人感情的例子。在我引用的第一个例子中，基于利益的谈判能否解决问题呢？可以！// 比如，有一个来自亚洲的谈判者，他不愿就一个直接的问题给出正面的回答，而一个来自澳大利亚的谈判者，坚持要他给出直接的回答。这种情况很常见，谈判一方认为对方躲闪其词，而另一方则认为对手太直接。双方的沟通方式截然不同。// 那么为什么呢？为什么他们的交流方式差异这么大呢？亚洲的谈判者可能觉得直接的问题会让人面子上挂不住，澳大利亚谈判者则认为直接的问题可以速战速决。这就是他们的利益，留住脸面和解决问题。// 有没有创新的双赢解决方法呢？有！有很多！有一些是极为简单和显而易见的，比如建立关系，但是其他的方法则更为细微。// 比如，我们可以使用信号、提示、非正式私人沟通等方式，我们可以使用经纪人、联络人等。以后我们还会学习一些其他的填平这一沟通鸿沟的创新方法。到现在为止，我们已经举了四个例子，例子中出现的都是国际谈判中的常见问题，谈判双方对问题的充分认识和创新思维都可以帮助我们解决这些问题。//

第三单元

III. Passages for Interpreting

Passage 1

I= Interviewer H= Spence A= Audience

I: I wonder whether you are obsessed in your field. //

S: 我认为我们所有这些喜爱自己工作的学者和研究者，自然会全神贯注地搞研究。我想这对于从事学术研究的人来说很自然。//

I: I think what the researchers do in ordinary life is observing and contemplating. For example, Newton saw the apple dropping down not dropping up, which enlightened him to discover the universal law of gravitation. I want to know, Mr. Spence, what were you thinking when you writing the thesis in 1972. What “apple” did you see? What enlightened you and gave you the inspiration to write the thesis? //

S: 这是一个很好的问题。我想经济学家，特别是对世界所发生的情况感兴趣的经济学家，通常会看到一些他们所不理解的现象。我所看到而不能理解的是劳动力市场，我看到劳动力市场信息泛滥，但雇主获得的关于其未来员工的信息与受雇者之间拥有的信息存在着很大的差距。// 我开始问自己，为什么市场这样还能够奏效？这把我引导到一个方向，让我尝试找出市场上信息流动的规律。我开始把它叫做信息流动的信号，并发展出了这样一种理论，研究市场是如何解决信息传递中的不对称问题的。我就是这样开始

的，我就是不能理解市场上信息如此不对称，怎么仍能运行呢？// 我选择了就业市场。比如说你把我看成是你的一个潜在雇员，你可以看10个小时，而不会了解一点有关我的情况。你也不能评估确认我是否适合做你公司的工作。这个例子可以大致说明什么是信息不对称和它产生的原因。我的目的不仅仅是简单地搜集这些经验，而是将它们尽我所能精确地写进经济理论里，解释市场为什么会这样。//

I: I would like to ask, for your own opinion, is the thesis you wrote in 1972 that brings you the award today representing your highest academic achievement? //

S: 如果作为局外人，我必须说乔治·阿克洛夫，约瑟夫·斯蒂格利茨和我所做的研究工作可能很大程度上改变了宏观经济学的部分历史，这就是我最大的成就。//

I: When you wrote this thesis at the age of less than 30, you were still quite young. //

S: 我记得，那时候思考对我来说是一个美妙的时刻。我写下了一个模型，这个模型比现在人们读到的更抽象。有30秒的时间我突然开窍了，意识到什么是均衡，它的特性是什么，因为我可以从不同的微分方程计算出来。我知道这是可行的，它与其他均衡理论是完全不同的。当我做这些时，我就想我做的工作是非常重要的，因为当以某种方式界定均衡后它的特性就非常清楚、显而易见。对我来说那是个美妙的时刻。// 人们经常问我为什么会做这些工作。我想我之所以做这些，就是因为那些美妙的时刻，就如学生突然明白了自己曾经不明白甚至别人也不明白的事情的时候一样，那种豁然开朗的美妙时刻。以我的经验来看，这些对于教师和研究者来说是绝对的最精彩的时刻。//

A: I wonder how you integrate your economic theory into the practice in business. That is to say, how could you contribute to theory and have active impact on real economic world as well. //

S: 这个问题非常好。我想明白市场上的商业运作，这样我就能理解市场要怎样才能更好地运行。通过别人的眼睛去看这个世界是一件非常有趣的事。我尝试的是，在理解商业策略和，特别是现在，了解信息技术的基础上，如何应用理论来说明问题。// 我和其他几个人所做的是，试着弄明白理论对市场、经济以及商业活动的过程等等所产生的作用。我希望能够洞悉这个领域，并对人类有所贡献。我一说话硅谷就震动的原因其实是他们担心我说出愚蠢的话。//

A: I have a sharp question. What responsibilities should economists take in the bubble burst of Internet, which represented the Information Technology? //

S: 我认为在互联网泡沫里存在着很多错误的做法。随着信息技术影响的扩大，我们现在进入了一个前所未有的新领域。我认为经济学家最大的失误是，他们忘记了不管是什么样的革命，人们不会在一夜之间改变他们的行为习惯，企业不会在一夜之间改变他们的行事方式。// 如果你看互联网泡沫和公司到底发生了什么，比如说B2B（企业与企业间通过互联网进行产品、服务及信息的交换），将来可能会发展得十分普遍，一些很聪明的人竟然可以用全新的更有效率的方式来做事，于是想都不想，那些企业家、风险投资家、银行投资家，他们每个人都认为这个明天就会发生。但他们错了。真正要推广实现这些需要好几十年。我们（经济学家）要为在预防互联网泡沫所带来的破坏方面没有尽到我们应尽的责任而负责。//

A: I want to ask Mr. Spence, during your career, what is the biggest challenge and what is the biggest frustration? //

S: 好问题，也很容易回答。我经常说在大学里每年只有四件事是最重要的，一是研究、二是教学、三是招聘、四是招生。// 如果你做好这四件事，其它的事做不好也没有什么太大区别。我最自豪的是我们成功地雇佣到了优秀的教员。我感到最糟糕的事情是我们失去了一些非常出色的年轻人。你失去一个这样的人时会是很大的挫折，至少我是这么

想的。

Passage 2

I = Interviewer H = John Hawkins

- I: Welcome, Mr. Hawkins! Speaking of the topic today, the creative industry, would you mind introducing yourself to the audience in a creative way? //
- H: 晚上好，你们是非常有创意的。在我来到这个演播室之前，我经过了中央电视台好几个其他的演播室。我看到了好多人，其中包括舞蹈家，演员还有摄像师。你们的演播室就像是一个剧院或者是一个艺术长廊。在这里创意就像是从墙上走出来的一样存在于整个空间中。我是从10年前开始对创意经济感兴趣的，在那之前我是一个记者、摄影师以及电影制作人。事实上从我15岁开始我就开始跟创业经济打交道了。//
- I: Actually I know Mr. Hawkins has been to China for many times since 1979. And I am wondering whether there were anything creative that impressed you most during your visits.//
- H: 两天前我在上海戏剧学院看到一件非常有意思的事情，来自九个不同国家的戏剧制作人必须同台工作。而演员，导演还有音乐人都在不同的地方，但是要通过电脑动画系统合成出同一场演出。每个人，不论身在何处，不论他是导演、灯光师还是音响师，通过这个模拟系统，都好像在一起工作一样。这非常棒。//
- I: We have just previewed some of your interviews and we noticed that you had said: "Creation comes from frivolity." We all believed it was typed wrongly. How come creation is from frivolity? Is it really your original words?//
- H: 有一个来自德国的广告导演，他采访了一些人想知道他们为什么是如此的有创意，大部分人的回答是——不论他们是音乐家还是作家或者演员——创意是他们存活在这个世界上的唯一方式，别无选择。为了生存他们必须有创意。其中一个人的回答是如果我没有创意我将无法生存，我会觉得很无聊。另外一个人说我会变得很伤感和孤独，我必须要有创意。//
- I: What are the biggest difference between the creative industry and traditional industry?//
- H: 我认为最大的区别是，创意源自于个人自身。我们可以在演播室产生创意，可以在办公室产生创意，我们也可以在家里产生创意。我们可以在大街上产生创意，可以在咖啡馆里产生创意。我们可以在任何一个地方产生创意，因为创意源自于我们的大脑，而大脑是跟随着我们的。也就是说只要你动用你的大脑，就能发挥出创意，而且在任何地方你都可以使用创意这种个人资源。我们不需要依靠土地、金融资本或者工厂、机器和设备，只要你有想象力就能产生创意，这就是最大的区别。//
- I: Creation can turn the stone into gold. Then in your research area, are there any examples which could better prove this point?//
- H: 几天前我看了一幅摄影作品，是一个里面装有信的信封。这幅摄影作品的售价达4,000英镑。摄影家把照片竖着摆放，就像这样，并从中间割了一刀，从而人们可以看到信封中间那封信。用这个信封的形状和里面的信，这个摄影家创造出了一个绝美的影像作品。这幅作品冲印出来以后有四英尺那么高。这是有关于创意的一个非常经典的例子，即取材于我们身边的一些常见的东西，但用新颖的方式进

行加工处理, 这个例子里是用摄影的方式。摄影家把作品印成成品出售, 售价达每幅4,000英镑。//

I: Viewing the current China's industry structure and the foundation, if we make more efforts to develop creative industry, will it be an advantage or a disadvantage? //

H: 我是就长期而言的。我发现中国对发展自己的研发、教育、设计、创意和创新方面都有很大的兴趣。人们愿意成为创意型人才, 他们愿意开发自己的想象力, 我们应该允许他们这么做, 我认为无论对社会还是个人这都是很好的。我希望我所居住的国家是有自己的创意、知识、品牌和设计的, 而不是只为别的国家制造产品。我在英国看到的电影应该不仅有美国拍摄的, 也应有中国的。所以两方面都是要的, 除了要拥有制造业以外, 我希望中国也能够增强自己的创意设计工业, 从而两者相互促进、共同发展。//

I: How could we manage the cost control in creative industry? //

H: 我认为(传统产业和创意产业)有很大的不同, 传统工业、服务业总是在考虑成本, 因为他们知道价格是固定的, 他们知道价格和收入额。而对绝大多数创意产品来说, 你并不能预计它的收入。我可以花500万、1,000万或5,000万美元去做一部电影, 但这并不表示票房收入能跟它持平。// 因此在创意产业里我们要更多地考虑控制成本、提高收益。这是完全不同的两种思维方式。// 当我们谈到创意产业管理这个新近被讨论的话题时, 我们主要是在谈论如何管理那些能产生好点子的创意人才, 这些点子能被我们认同并且投入生产。在创意产业里产量并不是一个衡量标准。// 有些艺术家每年都能制作出优秀的作品, 有些则几年才制作一部成功的作品, 你无法控制、管理和分析这一切, 也不能使之配合你的计划。这完全取决于采用不同方式工作的个人。// 我们都知道每一家好莱坞的电影工作室每年的作品量大概是20到25部, 但其中大概只有两部能赚到钱, 两部只能保本, 其余的都是赔钱的。创意产业如果想成功的话必须有大量的产出, 如果每年只有一个产品的话你是无法成功的。//

Passage 3

Q: 《纽约时报》记者 A: 白宫发言人

Q: 布什政府和国会领袖正在磋商的金融救援计划, 要求政府投入高达7,000亿美元去购买不良按揭贷款。请问政界是怎样计算出这个数字的, 它还会往上涨吗? //

A: 这个救市金额是不能超过7,000亿美元的, 除非有后续的法案出台。这个数字是介于最乐观和最悲观的成本估算之间, 也就是5,000亿美元到1 万亿美元之间, 能够用于制止金融混乱。但这7,000亿美元并不包括早前达成协议的850亿对保险业巨头美国国际集团的救援方案, 也不包括290亿用于支持政府担保的贝尔斯登和摩根大通的合并计划。除此之外, 国会预算办公室指出, 联邦政府对“房利美”和“房地美”两家按揭贷款公司的救援就要先花掉250亿。//

Q: 事实上, 是谁来给这7,000亿买单? // A: 美国的纳税人将会付这笔钱。但从长远来看, 如果你看好美国金融, 也有理由希望这次的账单少于7,000亿。等财政部买下那些问题贷款后, 就会想办法再把这些贷款转售给投资者。在这次危机中, 财政部的干涉和国会的快速反应, 能够建立长期的信心并且提升那些问题贷款的价值, 虽然我们不知道能提升多少。// 因此, 我们不能错误地认为联邦政府的行动只是简单地开出一张7,000亿美元的支票

而已。这只是表明如果有需要，我们得花这么多钱。当然，底线是这次的救市计划确实要花费美国纳税人很多的钱。//

Q: 这样的说法是否恰当，即这个方案是让那些既不富裕也不会不计后果地把身家压在金融市场上的美国人出手去救那些不认识的人？救援方案里会有什么措施帮助那些收入不多但负责任的房主使他们不至于因为某些不可控制的原因而失去家园？

A: 是，你可以争辩说这是在让那些搞不清楚“大豆期货”与“买入期权”、“卖出期权”关系的人去给华尔街留下的烂摊子收拾善后。但是，出台一个迎合公众利益的救市方案，可以说远比什么都不做要好得多。如果不采取行动，按照政府官员和国会议员的说法，就有可能危及退休储蓄和其他并不富裕的美国人的投资。//

不过，政府与国会的磋商很有可能会包括一些方法来援助中产阶级房主、使他们远离断供的危险或者在还贷时可能有一些限制。而且，我们也应该注意到，两个政党都对这次国家濒临灾难边缘的状况负有责任，是他们过往的疏忽导致了这样的结果。//

Q: 请问政府和国会为什么从来就没有集结过这么一大笔钱并把它投入到诸如健康保险体系的改进或者桥梁隧道的维护等领域上，而现在却能拿出7,000亿去拯救金融体系呢？而且，两党要在如此短的时间内达成协议并通过法案，这种想法现实吗？//

A: 你问的第一个问题以后肯定还会出现。牵涉在这里面的不仅仅是支出政策的问题，还包括更深层次的关于国民愿望的问题。为了挽救金融系统，两党的民选官员都相信，几个声名显赫的投资银行可以被遗忘或被兼并，但是整个金融体系不能崩塌。//

是的，两党可能达成协议。许多国会议员都渴望离开华盛顿回家参加11月的竞选活动。没有人希望面对选民时，在保护适度的储蓄组合和大投资者的问题上一事无成。

第四单元

III. Passages for Interpreting

Passage 1

Ladies and Gentlemen, Friends from the Press,

Good morning! // First of all, I would like to thank all the friends present at this press conference of the 104th session of China Import and Export Fair, or the Canton Fair. Hereby, I will brief you on the latest information of the Canton Fair that enjoys a long history and has never been interrupted over the past 50-odd years. //

The first session of the Canton Fair was held in 1957. After two venue changes, the Fair was moved to Liuhua Complex in 1974. // With the development of China's foreign trade and the growth of the Canton Fair in the past 30 years, the duration of the Fair was adjusted from one phase of 15 days into two phases of 12 days at the 91st session held in the spring of 2002, highlighting the feature of "one location, one complex and two phases". // At the 95th session in 2004 when the Phase I Project of Pazhou Complex was officially put into use, the Fair started an operational mode of "two locations, two complexes and two phases". The 104th session of the Canton Fair to be opened on October 15 this year will undergo another major reform, which can be simply described as "one location, one complex and three phases". // "One location and one complex" means that as of the 104th session, the Canton Fair will be

held exclusively in the newly-completed and modernized Pazhou Complex; “three phases” means that the Fair will be divided into three five-day phases based on the consideration of specialization. //

Compared with the 103rd session, the 104th session will be different in the following ways: First, the Fair will be more specialized with further breakdown of specialized exhibition sections. Second, the exhibition area and number of exhibitors will increase substantially to a record high. Third, each phase will be shortened while the total Fair duration will be extended. Fourth, with the new session held exclusively in Pazhou Complex, buyers will no longer suffer the inconvenience of shuttling between complexes. //

The Canton Fair is an important platform of China’s foreign trade, and a witness of China’s economic development and opening-up to the outside world. Over the past 50-odd years, the Fair has always kept the reputation as a grand exhibition with the longest history, the largest scale, the biggest buyer attendance, the broadest distribution of buyers, the most complete exhibit variety and the greatest business turnover in China. It has become a “road to friendship and a bridge to trade” connecting Chinese and foreign business communities. // The reform will make the 104th session a more open and specialized international trading platform with even bigger scale, more superior service and better effects, which will present more business opportunities to exhibitors and buyers from home and abroad to conduct win-win cooperation and achieve common development. //

Ladies and gentlemen. // Today we are having the press conference here in Hong Kong to brief the colleagues from the Hong Kong business community on the reform of the new session, which demonstrates that the Ministry of Commerce of the People’s Republic of China (MOFCOM) attaches great importance to the vital role played by the business communities in Hong Kong and Macau at the Canton Fair. // Friends from Hong Kong have been following closely, participating actively into and supporting strongly the Canton Fair, which helps keep the Fair’s high prestige for its great number of participants. On behalf of MOFCOM, I would like to thank you all for the constant support. //

Finally, I sincerely welcome all the guests and journalists present here to visit Pazhou Complex in October, experience by yourselves the vigor and vitality of the 104th session of the Canton Fair, contribute ideas and suggestions, and work together for a new brilliance of the Canton Fair. //

Thank you!

Passage 2

ABB通过谨慎的、以客户为中心的创新提高了现有技术的实用性，保持了ABB在高压直流输电领域的领先地位。// 我们目前正在同中国客户合作研究特高压电力传输项目以满足他们的需求，即：成本上经济实用，技术上可以远距离超大容量传输电力的技术。比如从中国西部将电力输送到广东或上海，跨越2,000公里或以上的距离。最新的特高压直流输电技术可以允许通过一条单一的电线传输6,400兆瓦特的电力，做到最小的成本和最低的损耗。//

那些希望保持行业尖端水平的成功企业明白一点，创新决不仅仅代表一个部门，而是代表着整个企业的思维模式。// 它往往发自一个愿景，但得到了高层的肯定和推动，并形成了制胜的焦点。例如，美国的阿波罗宇航计划，自宣布其战略目标是在20世纪60

年代末将人送入太空后，就引发了一个创新时代的到来。//

尽管如此，一个战略性目标的确立是不可以同现实割裂开的。在确立目标前，一个机构需要针对所在行业的发展和竞争对手如何定位，建立起自己的观点。它还需要仔细分析自身的核心竞争力，而其核心竞争力往往由核心技术和客户知识结合而来。//

ABB在多年前的金融危机中就经受了这种训练。当时的管理层作出了两项重要的决定，从而奠定了ABB成功的基础。决定之一是将公司的业务集中于电力和自动化之上，在这两个领域，公司有着最长足的经历和最深厚的客户知识。// 这两大业务能预见到强大的市场需求，因为全球范围内都需要强化电力网络、提高生产效率和降低能源消耗。

//

ABB的另一个决定就是保持对研发的投入，公司意识到需要在两大业务领域保持技术优势以谋求长期的生存和繁荣。2007年，ABB又一次审核了公司的战略，并确认公司的战略对未来的岁月来说是合适的。//

最后，一个战略目标还需要合适的公司结构来支持。我们在ABB的经验得出这样的结论，创新对于成功的执行和思想的产生同样重要，这一结论在研究和员工调查中得到赞同。它取决于整个企业各部门的团队合作，取决于跨业务和职能的信息共享，它还需要公司文化朝着拥有透明度和信任度的方向发展。//

一旦一个有前途的想法得到确定，就需要建立清晰的结构把它当成一个创新性的新产品去付诸实现。// 对此，ABB有一个包括七个项目阶段的模式。在每一个阶段中，都要应对非常挑剔的问题以决定那个想法是否将进入下一个阶段。在每个关键阶段都要将客户联系进来，将他们的反馈考虑在内。成功的创新是整个过程的成功，决不单单指一个想法最初被成功地提出。//

创造性思想的产生是不能靠命令产生的，而且积极的文化环境会让其有最好的发展。在中国，就像在欧洲和北美一样，有能力的员工是短缺的，他们在找工作上不会有困难。而他们的要求也决不仅仅是好的薪水。//

一旦被录用，有前途的人就需要得到鼓励而留下来长期发展。而鼓励他们的最好方式是给他们提供合适的工作环境和个人发展机会。// 在ABB，我们鼓励研究人员大胆探索自己的想法，和他们身边的同事或外部的合作伙伴多多讨论，然后在一个结构化的程序中向开发或切实的产品方向发展。过于僵化或官僚风气较盛的机构是对创新不利的，也是很难留住创新型人才的。

Passage 3

先生们，女士们：

今天的日立集团，是有着高达10万亿日元销售额规模的企业集团，但是其企业活动最早开始于1910在日本生产的第一台国产五匹马力的马达。// 创业者小平浪平先生的信条是：重工业的销售直接关系到生产，与生产现场不能分离。日立把自主设计、制造的产品通过自己进行销售作为根本的信念。如果缺乏自主独立的精神，就不能掌握主动权；如果受种种局限，企业发展就会停滞不前，难成气候。//

大力投身国内的生产以及企业自身的技术发展，成为现在的日立的成长根基，以及后来产品出口和多元化的源头。技术革新是通过调整事业结构而使扩大业务规模成为可能的一种想法。//

现在的日立，在日本有六个，海外有四个研究所（中国、美国、新加坡、欧洲），从事着从零部件、材料到硬件、系统和服务的尖端而广泛的研究。// 另外，和海外的大学、研究机构进行国际化的共同研究引领世界的同时，我们还通过国内外的产学合作，

致力于技术进步和人员培训。//

在研究开发工作的推进过程中,研发的速度、知识产权战略和人才的培养都很重要。虽然日立从创业以来就一直重视研发,并且强化了集团的研究开发能力,但是单靠一家企业已经不能支撑起现代科学技术发展的速度和广度了。// 于是,日立集团通过和用户、企业、大学等社外机构的协创活动,推进了向开发造福于社会的产品和技术的企业的转变。在业务合作方面,通过从别的公司收购下一代硬盘驱动器、自动化设备,与别的公司共同开发半导体、银行终端(ATM)、手机产品等方法谋求包括技术开发在内的事业的高效率化。//

在人才培养方面,日立为了提高研究人员的创新信心设置了各种优厚的企业内教育和发明奖励机制。发明奖励机制的设置有助于优秀发明的问世。我们战略性地推进创新技术的专利化,以期向其他企业提供专利并让其得到有效利用。//

通过上述努力,近年来,垂直磁记录式硬盘、手指静脉认证、微型芯片、节能环保技术等创新型实际业务得以产生并创造了社会价值。

第五单元

III. Passages for Interpreting

Passage 1

Distinguished Guests, Ladies and Gentlemen, //

On the eve of the Beijing Olympic Games, colleagues from the mainstream media in the 10 ASEAN countries, together with China, Japan and South Korea, gathered once more in the Tianjin Binhai New Area, under the theme of “Beijing Olympic Games: Sharing the Success, Sharing the News” to expand cooperation and friendship. // Now, I would like to extend a warm welcome to everyone on behalf of the government of Tianjin and the Tianjin Binhai New Area Administrative Committee, and express heartfelt thanks for the long-term support for Tianjin and the Binhai New Area! //

The year of 2008 is crucial for the development of Tianjin. As a co-host city of the Beijing Olympic Games, we are going all out to complete the preparation work. // In September this year, the Tianjin Binhai New Area will hold the Summer Davos World Economic Forum. Tianjin and the Binhai New Area are gaining more attention from domestic and international media. It is of great significance that the 10+3 Media Cooperation Forum will discuss “going into the Binhai New Area and experiencing modern Tianjin”. // Now, I will introduce to you the relevant information about the Tianjin Binhai New Area.//

Tianjin is the economic center of the Bohai Rim region, and the biggest opening coastal city in northern China. In 2007, Tianjin's per capita GDP reached 6,050 US dollars. Tianjin will gradually transform into an international port city, economic center in the North of China and an ecocity that is prosperous, highly-civilized, well-developed in science and education, and with complete facilities and a beautiful environment. // The Tianjin Binhai New Area, in the eastern coastal areas of Tianjin, has a planned area of 2,270 square kilometers, a 153-kilometer coastline and a population of 1.52 million. It is China's most dynamic and most attractive modernized economic area with the greatest potential for the following reasons. //

The first reason is its obvious geographical advantages. The Binhai New Area has a

comprehensive port with world's sixth throughput, landlocked by vast hinterland, covering 12 provinces and cities of northern China. It is the closest starting point of the Euro-Asia continental bridge in the east; and it is an important maritime departure point for neighboring landlocked countries such as Mongolia and Kazakhstan. // Before the Beijing Olympic Games in August of this year, the second expressway between the two cities of Beijing and Tianjin will open. The Beijing-Tianjin inter-city high-speed railway, at a speed of 350 km/h, will also be completed and put into use. At that point, it will only take about 40 minutes to travel from Beijing to the Tianjin Binhai New Area. //

The second reason is the area's solid industrial base. The Binhai New Area is home to seven leading industries: electronic information, automobile and component manufacturing, the oil and marine chemical industry, modern metallurgy, green food processing, bio-pharmaceuticals, and new energy and materials. New dominant industries such as aviation and space, finance and logistics, and outsourcing services are on the rise. // In 2007, the area's total industrial output realized a value of 628.3 billion *yuan*; and the proportion of the value of high-tech industrial output occupies 47 percent of the total. //

The third reason is the centralization of functions. The Binhai New Area has state-level development zones, bonded areas, high-tech development zones, export processing zones, a bonded port, comprehensive bonded zone, and bonded logistics park. // The Tianjin Economic and Technological Development Area (TEDA) maintained the best investment environment for development for 10 consecutive years. The Dongjiang bonded port area is the special customs supervision region with the largest port area, the best policy and the most complete functions in China; and it will be built as a free trade port zone in line with common international practice. //

The fourth reason is a high degree of opening up to the outside world. The Binhai New Area first implemented a one-stop service for initial consultation and the whole charge d'affaires, an investment environment in line with international practices has been established here, and a 24-hour service line—#96667 has been opened here. // Now, there are more than 15,000 foreign-funded enterprises, including 89 of the World's Top 500 enterprises, such as Motorola, Otis Elevator, Toyota Motor, and Samsung Electronics. A total of \$23.1 billion of foreign capital had been actually utilized by the end of 2007. It is the region with the best investment conditions, the lowest operating cost and the highest rate of return. //

The fifth reason is the gathering of numerous science and technology resources. The Beijing-Tianjin-Hebei region where Binhai New Area is located has 27 percent of the nation's scientific and technological personnel. It has 31 state- and province-level engineering centers, 70 enterprise technology research and development centers, 41 foreign-invested research and development centers, and 52 post-doctoral workstations. // As a national vocational education reform pilot area, Binhai New Area has trained a large number of high-quality technical workers in cooperation with Germany and Spain and formed a multi-level personnel support. //

The sixth reason is its extensive prospect for development. The size of the Binhai New Area is four times that of the Pudong New Area, twice that of Hong Kong, and more than 300 square kilometers larger than Shenzhen. It has 1,214 square kilometers of saline or alkaline land for development and use, which is rare in large- and medium-sized cities in China and abroad. // A total of more than 10 billion tons of oil resources and 193.7 billion cubic meters

of natural gas reserves have been found in the Bohai Sea. Every year, 20 million cubic meters of geothermal resources can be extracted, and the annual output of crude salt reaches up to over 2.4 million tons. //

Ladies, gentlemen and friends. The development and opening-up of the Tianjin Binhai New Area has provided tremendous business opportunities for investors, including those from the ASEAN countries, Japan, and South Korea. // We warmly welcome more Chinese and foreign enterprises and people of insight to seize the opportunity to actively participate in the construction and development of Tianjin Binhai New Area, and achieve mutual benefits. We hope that reporters from the mass media pay greater attention to Tianjin, get to know Tianjin, and actively help to promote the Binhai New Area, as well as put forward constructive suggestions. //

Finally, I wish you pleasant work in the Tianjin Binhai New Area. Thanks! //

Passage 2

尊敬的佟星副省长，女士们，先生们：

早上好！// 说到创新与企业成长，我认为西门子是一个很好的例子。大约一个月前，西门子刚刚举办了成立160周年庆典。160年间，创新一直是我们的成长动力，创新使西门子为世界作出了重要贡献。我们大大改变了社会运作的方式，改变了人们的生活方式。

//

(幻灯片2：西门子创新改变了世界)

仅仅在能源领域，西门子发明了直流发电机，为整个电力产业发展奠定了基础。也许你会说，我们创造的是电子工程。西门子的应用软件数不胜数，品质卓越。从世界上第一条电气化铁路到上海运行的时速310英里的磁悬浮列车都应用了西门子的应用软件。西门子还一直是医疗保健业的先驱，我们提供的产品涵盖面极广，从第一套X-射线系统到当今市场上可见的最精确的三维人体扫描仪。//

(幻灯片3：创新是西门子的命脉)

一路走来，创新一直是西门子生存的命脉。在西门子所有业务当中，创新也是我们的主要优势所在。为了保持西门子在业界的竞争优势，我们每年在研发一项上的投资有近60亿欧元。这种付出得到了回报，伴随投资而来的是源源不断的技术突破——在西门子，每年有成千上万的发明诞生，这里是世界领先的专利阵地。//

(幻灯片4：西门子在150个地点开展研发)

西门子的研发体现了我们的全球影响力：我们的工作覆盖全球的未来。西门子有近五万名研发人员在世界30多个国家的150个地点工作。正如你这里所看到的，中国是西门子研发活动的一个重要中心。我们知道为所有市场领域提供本地化产品至关重要——从低端产品到高端产品——西门子（中国）为中国服务，为本地区服务，也为全世界服务。//

(幻灯片5：全球大趋势)

我们的产品着重于为应对全球大趋势带来的各种挑战提供答案。人口结构变化、城市化和气候变化正在以前所未有的速度改变着我们的世界。越来越多的人需要获得洁净的水，需要能源，需要流动性。他们要求加大环保力度，他们对日益稀缺的自然资源忧心忡忡，他们要求得到更好的安全保障和卫生保健。// 随着世界人口的剧增，这些挑战越发严峻。中国的许多大城市正在迅速成为特大城市，比如广州和深圳。如果这些城市想要保持其经济的持久运行且宜居，就必须设法成功应对这些挑战。//

(幻灯片6: 身处变化与挑战的时代)

同时,像西门子这样的公司也身处一个变化的世界。新的市场开放了,新的竞争对手竞相登台,国有垄断不复存在,创新的脚步加快,产业私有化,市场管制放开。这些变化,都是公司必须要适应的。//

目前,我们正准备在西门子设置一个全新的组织,为更有力的创新和强劲的增长奠定基础。从明年开始,我们的业务将分成三个部门:能源,工业和医疗保健。我们还会有跨职能业务部门,为整个公司服务。// 为什么我们要这样做呢?因为我们必须更加集中精力,应对全球大趋势带来的挑战。我们需要变得更简单、更快速。最终,我们需要更好地利用我们所有的力量,使我们更具创新性。//

(幻灯片7: 三明治创新战略)

比如,在中国,西门子正在推行一项称为三明治的创新战略。这项战略不仅有助于捍卫西门子在高端市场的领先地位,还可以帮助我们扩大中低端市场。//

为了捍卫西门子在高端市场的领先地位,我们将精力集中在五个关键点:第一,关注重点跨越技术——如科学,纳米技术,可再生能源和生物技术。// 第二,将创新建立在中国特有的专有技术上,如结合中国传统医学和西方医学的新医疗方法。// 第三,使用新的商业模式,如与中国伙伴合作,提供基于互联网的机器维修和监测。// 第四,致力于中国主导市场的创新,比如说3G或后3G无线通信。// 第五,提供尖端的创新,或提供以前所没有的先进技术和解决方案。//

为了在竞争激烈的中低端市场运转,我们去掉了不必要的产品特性,使用当地材料,在当地生产。在新兴市场,创新的目标是寻找新方法做旧事情。如不断改进现有产品、转入高端市场。//

我们推动S.M.A.R.T.创新计划以实现这一目标。S.M.A.R.T.创新计划代表:简单(S),维修方便(M),价格实惠(A),可靠(R)和及时(T)的市场。由于大多数广东企业为资本有限的中小型企业,S.M.A.R.T.创新是他们为市场服务的最好方式。

(幻灯片8: 广东的挑战)

创新并不容易。对于任何人都是如此!我们看到四个主要挑战,这些挑战具有普遍性,但也特别符合广东的现状。我们需要人才,尤其是资深的创新教练。我们需要正确的机制,将想法运用到市场上。我们需要提高研发投资的效率。我们需要更好的专注于创新的人力资源政策。//

(幻灯片9: 投资本身无法确保……)

大多数人认为金钱是成功的关键。但是,投资本身并不是答案。中国拥有巨大的优势,但它需要明确的战略和进程,以及其他的东西:创新教练。在解决实际问题方面,创新教练训练有素、经验丰富,并且能灵活调整战略。这一点在一个迅速变化的商业环境中是至关重要的!//

(幻灯片10: 西门子创新战略)

这些创新教练从何而来?他们必须是培养出来的。西门子在全球范围内为人们提供培训,为他们提供解决现实生活中的实际问题的机会。我们让他们在国际环境下工作。例如,在中国,西门子中国研究院从德国和其他国家引进经验丰富的教练与中国的同事一起工作。//

(幻灯片11: 伙伴关系是关键)

在私营部门和政府之间建立伙伴关系是促进创新最有效的方式。我们提供专业知识,政府提供基础设施和财政支持。新加坡就是这样一个例子,在那里我们正在努力建立一个水处理技术区域中心。//

(幻灯片12: 西门子绿色农村项目)

对于可持续的经济增长和良好的生活质量来说, 洁净的水源至关重要。有一个例子可以说明私营部门如何能够与政府合作, 那就是西门子刚刚推出的绿色农村项目。这个项目将对广东省的环境保护工作提供创新性解决方案。该试点项目将为广东的一个农村提供安全饮用水。我们将根据具体情况, 制定出一个创新性解决方案, 落实工作, 然后将技能和专有技术转让给当地的合作伙伴, 使人们可以继续帮助自己。//

(幻灯片13 : 谢谢)

女士们, 先生们。// 广东正在转变成一个创新驱动的经济体。我相信, 通过将国际合作伙伴提供的系统的创新结构和中国的大批人才、大量资源以及巨大市场结合起来, 这种创新驱动的经济能够最好地得以实现。密切的伙伴关系是持续创新的答案! //

谢谢!

Passage 3

尊敬的佟星副省长, 各位来宾, 女士们, 先生们: //

我谨代表艾默生公司感谢各位给我这个机会, 就创新如何帮助广东省改变经济发展和投资分享我们的见解。艾默生多年来一直参加这个重要会议, 今天能在此发言我倍感荣幸。//

艾默生是一家全球公司, 致力于跨国经营一直是艾默生经营理念中的一部分。广东省政府组织召开国际咨询会, 对其成功而持续的经济发展是一项投资, 对国际贸易和投资也是一种促进。我们对此深表欢迎。//

在很多人的心目中, 广东是中国改革开放的开路先锋。自1978年中国开放经济以来, 广东省, 特别是珠江三角洲地区的经济得到迅速发展。在经历了20多年经济和社会的持续发展后, 广东的总体经济实力已经达到了一个新的高度。广东不仅是中国经济发展的重要引擎, 在众多领域也是全国各省的领头羊。//

艾默生见证了广东省的飞速发展。通过一项工业压力变送器的技术转让, 艾默生于20世纪70年代末就开始与中国发展业务。我们也是自中国改革开放以来, 首批在中国开展业务的外国公司之一。如今我们在中国拥有40多家企业, 涉及生产、工程研发及销售办事处等。艾默生与中国和中国人民的关系源远流长, 这种关系使大家受益良多。//

20世纪80年代和90年代初, 劳动密集型产业、低端加工业 和轻工业为广东的经济发展作出了贡献。这些行业不但创造了巨大的就业机会, 还极大地提高了人民的生活水平。// 广东的成功是令人瞩目的, 为全国其他省份作出了表率。但是经历了20多年的发展后, 广东依然面临着一些问题。这些问题既是机遇, 也是挑战。//

例如, 近年来, 土地、人工和材料成本迅速上升, 使得低附加值的加工业模式无法长久持续。这些行业不但利润微薄, 同时对能源消耗和环境造成了很大的压力。//

但是, 许多过去利用中国较廉价劳动力和土地资源的外国企业如今转变态度, 把中国视为业务增长的重要市场。通过在中国进行研发投资, 他们能够开发出满足客户需求的高质量、本地化的产品和解决方案。中国丰富而相对低廉的高素质人才是吸引外商研

发投资的主要因素。//

顺应这一全球投资趋势，广东经济向创新型、高附加值的技术和资本密集型产业转型正逢其时。这将有助于维护产业结构的合理性，保证经济发展的可持续性。艾默生致力于与广东省和中国合作从而达到这一目标。//

艾默生是技术与工程领域的全球领袖，为客户开发并提供创新的解决方案，2007年我们的销售额超过了220亿美元。我们服务于加工工业，电子和电子设备制造商，计算机和电信公司，众多的工业制造商以及电力和能源等诸多行业。// 我们的员工超过了13.6万人，全世界的生产点达274家，产品行销150个国家。我们的业务涵盖了大部分的制造领域，是一家真正的全球性技术和创新公司。//

我们在中国及全球取得的增长，归功于我们持续不断地开发客户需要的创新技术和产品。事实上，在过去的三年中，我们推出了600多项主要新产品。// 多年来，新产品所占销售额比例稳步增长。我们预计在过去五年间推出的新产品的销售额，将占到今年总销售额的35%。我们的目标是将这一关键指标提高到40%。//

我们在中国的创新在很大程度上将关注点集中在提高能源效率和改善环境方面。// 举例来说，我们在中国设计出了下一代的数码涡旋技术，既可用于制冷，也可用于供暖。// 我们在苏州的一个拥有14名本地工程师的工程团队，开发出的压缩机设计与其他供暖方式相比，可节约近70%的供暖能源。// 此外，艾默生还参与了中国2004年8月发布的三项空调能效标准，及能效标识系统的制定和发布工作。这些标准有助于提高能源效率、减少能源消耗、并提高中国空调产品的整体技术水平。//

我们看到了广东成为高附加值创新行业投资地的巨大潜力。广东在未来10年可以借助这些行业支撑经济增长。// 现在艾默生在中国有超过三万名员工，比我们在北美以外任何一个国家的员工都要多，而他们中的很多都在广东省工作。// 我们也在六个城市建立了工程中心，其中就包括深圳。近年来，艾默生在许多技术和新产品创新上一直与中国保持密切合作，双方都获得了巨大的增长。//

但是，在吸引优质的国内外投资和优秀的海内外人才方面，广东也面临着来自其他地区和国家激烈的竞争。// 以艾默生的观点来看，我们在世界范围内评估投资机会时通常要考虑以下几个要素：

- 商业环境是否便捷；
- 基础设施是否完备；
- 当地劳动力的教育水平和技能基础；
- 劳动法的结构；
- 劳动力、材料和物流成本。//

针对来自国内外研发投资的优惠政策也是一个关键因素。广东若要在竞争中胜出，具备大量的高素质员工十分重要。艾默生认为高素质员工队伍是技术创新的关键。要吸引更多的高附加值企业落户广东，需要立即培养、引进并留住高素质员工。//

艾默生相信人才是我们最重要的资产，我们珍视人才，致力于创造有利于员工自我发展的运营环境，艾默生因此荣获2007中国（上海）杰出雇主企业。我们对此引以为豪。

//

我们看到培养和提升中国员工进入高级管理层所带来的益处。中国经理们通常都有深厚的技术背景，也更加了解中国市场和他文化。//

例如，艾默生网络能源开展了一个计划，鉴别核心人员并为他们提供EMBA和MBA教育。公司每年还提供管理培训计划，主题包括领导力、专业技术、英语和管理技能等。

// 得益于该计划，数十名中国员工被提升至高级管理人员的职位。艾默生网络能源还是最早在中国全面利用本地员工进行全球研发和生产的跨国公司之一。//

国际伙伴关系与合作，是惠及中国企业和员工的又一途径。艾默生帮助我们所服务的行业实现增长，并帮助他们不断优化运营以达到国际标准。// 我们经常与制造商伙伴及供应商携手开发新系统，克服工程难题并向客户提供世界级的服务。通过先进技术和经验的积累，中国企业在海外市场上变得更有竞争力。//

经历了20年快速发展，广东省拥有中国最好的运输和通讯基础设施，使广东能够吸引大量的投资。// 另外，可预测的和一致的政府政策与法律框架，对于跨国公司在广东进行长期投资至关重要。服务业的发展，在未来增长中也拥有巨大潜力。// 鉴于公司业务在中国的快速增长，艾默生最近在西安建立了艾默生科技资源（西安）有限公司。该公司不仅通过提供会计、物流、帮助台和其他后台领域的服务来帮我们更好地服务客户，它也拥有技术支持工程师和设计工程师为艾默生各部门提供支持。//

展望未来，我们能清晰地看到广东省面临的机遇和挑战。艾默生对广东省和中国的经济增长前景、采用最新技术的能力以及继续培养本地强大的人才储备的努力充满信心。// 我们将继续把艾默生有效而成功的管理过程、技术能力和坚实而成功的道德价值体系带到中国来。艾默生将和广东省一同在创新的道路上继续迈进，并必将取得共赢。//

再次感谢广东省政府给我这个机会与大家交流。谢谢大家！//

第六单元

III. Passages for Interpreting

Passage 1

Hong Kong journalist: Thank you, Mr. Zhou. We notice that you have talked about the problem of international balance of payment in 2004. However, in the past few years, trade surplus has still been increasing quickly. What problems may it result in? // Are there any solutions to this problem? The Foreign Exchange Bureau has decreased the short-term external debt and the government is forming a state foreign exchange investment company. Can you give us more information? // As an international financial center, what can Hong Kong do? We've also noticed that among the 200 proposals on funds' liberal distribution, which were put forward by Hong Kong, more than 80 are concerned about finance. And what will be put into practice this year? //

Zhou Xiaochuan: First, as we have said recently, the central bank have quite a few ways to recycle the excess liquidity in the market, including opening market operations, the rate of deposited reserve, refinancing rate and other ways, which we will continue. //

As to the imbalance of trade in import and export, also the still increasing trade surplus, it depends on the amount of the domestic demands and the international demands to China, which determines the speed of import and export growth. Actually, import and export both are increasing just as two people are racing, but one is running faster. // The favorable factors for export include new production capacity formed by domestic new investment and foreign direct investment. As the Minister said, foreign direct investment has a great effect on the export. // In addition, with the development of global information, export merchants can easily capture global opportunities for business with the help of the timely information. Recently a quite popular book named *The World Is Flat* just describes this phenomenon. There is also more outsourcing of overseas service industry in China. // As for the favorable

factors for import, one is the adjustment of exchange rate, and China also imports many raw materials. There are also factors that will reduce China's export, like the increasing cost, the rising price of labor and the improving society security. All these factors are influencing the balance of our import and export comprehensively. The consequences lead to the unbalanced tendency in the trade, which needs a period of time to regulate and achieve a balance. // Speaking of China's policy to adjust the disequilibrium of international payments, not long ago some explanations about this question have been made in the National Financial Conference. // Above all, the structural adjustment of national economy is most effective to adjust the disequilibrium of international payments. We should first expand domestic demand, especially expanding the consuming demand and developing service industry. Service industry is an important aspect for the future increasing of domestic demand. // Apart from this, the structural adjustment of national economy includes expanding import, which requires the removal of some barriers in policies. In addition, we should encourage China's enterprise to invest abroad. However, it will take a long time for the structural adjustment of national economy to take effect. Yet, it is the most important and leading policy. //

As a subsidiary policy, adjustment of exchange rate, with its price leverage effect, can also function in balancing import and export. In addition, exchange control can go with the structural adjustment policy and the exchange rate policy to make some adjustments, for example, providing convenience for out-bound investment and for the use of exchange in regular projects. //

Just now the Hong Kong journalist mentioned the issue of decreasing short-term external debt. Now it is not necessary to borrow short-term external debt. In the past, because of the limitation of the political system, foreign capital bank and foreign-funded enterprises borrow quite a lot of short-term external debt, but now they needn't do that. So we need to shrink it. The above actions all can help in the international balance of payments. //

You may all have noticed that the three regulation institutions—banks, securities and insurance sectors—put forward some policies on how to better exert the financial cooperation between Chinese mainland and Hong Kong. // As to the People's Bank of China, we have announced in January that we would further expand RMB business in Hong Kong, specifically the business of issuing RMB bonds. This business is under preparation and will be available soon. //

CCTV journalist: Mr. Zhou, in the market some enterprises have bad records, such as failing to reach the standard of environmental protection. // Now the People's Bank of China has put these records into enterprise credit data, and if these enterprises apply for loan, their application might not be approved. Are there any other similar financial services that the Central Bank have provided? What does the financial institution consider about supporting the "three-agriculture" issues? //

Zhou Xiaochuan: The financial services of the Central Bank have the meaning in broad sense and narrow sense. Just now the enterprise credit data service you mentioned is one of them. //The Central Bank provides the service of payment and settlement system as well. Almost all the payments made across banks are settled with this service of the Central Bank. Now the large settlement system involves about 500,000 transactions every day, with a total transaction amount of one trillion RMB or so, from which we can see the importance of this service. // In the small settlement system there are also quite a few kinds of services. The one, which is

closely related to us, is the cross-bank transaction by bank cards. Through the cooperation between the Central Bank and the commercial banks, we offer cross-bank settlement service and other services, including the standardization of credit cards, internal cooperation and communication, and payment security. //

Another service of the Central Bank is to mint currencies. Our banknotes and coins are all made series after series in order to anti-counterfeit and crack down the currency of counterfeit money. The service also includes the transportation and safekeeping of banknotes. Where the banknotes are needed, where the banknotes can be withdrawn, where there are worn or old coins, and where the banknotes should be collected and destroyed, all these services should be offered by the Central Bank. //

In addition, the cracking down on transmission of illegal money is one of the services. It is not a formal service, but it is done for the financial stability, mainly in order to prevent the bad phenomena such as smuggling, narcotic traffics, corruption and bribery, financial fraud, tax evasion, and so on. // Another financial service is acting agent of national treasury, which deals with the transactions of state treasury. And the services cannot be seen by us because we just do it with our transaction in the branch offices of the commercial banks in China. However, because of the above services, our country's economy can develop effectively and healthily. // The Central Bank's service in broad sense can include the construction of financial market. This market is formed by the Central Bank, the commercial banks and other financial institutions. // In this market, the People's Bank of China is in charge of the development and improvement of inter-banks market, which includes fund lending market, security market, and other products market. And for foreign exchange market, we all know there is a China Foreign Exchange Trade Center and gold market. These markets can be considered as a kind of service for the market participants. // Speaking about the "three-agriculture" issues, under the direction of the government, the Central Bank and other financial institutions together have done something, and leave something else uncompleted, which are being undertaken. // Firstly, we pushed the reform of Rural Credit Cooperatives with China Banking Regulatory Commission and have made some progress, greatly promoting the loan capability of Rural Credit Cooperatives. //

Secondly, we should improve the way of mortgage guarantee which the farmers should abide by as they get a loan. In the past, there is a lot of difficulty in mortgage and guarantee. At present, we are trying the way of small loans. //Thirdly, in the Central File No. 1 of this year, the agriculture issue was mentioned that Agriculture Insurance should be spread after the successful try on it. //Fourthly, it's about the reform of the postal deposit business. In the past, the postal deposit provides much convenience for the payment service in the rural area. But sometimes the use of the deposit cannot be returned to the rural area. // Part of the postal deposit reform is also included in the financial reform. Through the postal deposit reform, in the future, the postal system, especially the deposit drawn by the postal system, can provide better service for the "three-agriculture" issues. //Lastly, the joint-stock reform in the Agricultural Bank of China shall be carried out this year, which includes finance reorganization, joint-stock reform and listing at the appropriate time. This reform can intensify the service for the regional economies of counties and the "three-agriculture" issues. //In addition, there are also two things which have almost been completed. One is the supply of loan for the "three-agriculture" issues which concern about the reform of Rural Credit

Cooperatives and other rural financial institutions. The other is to encourage the Rural Credit Cooperatives to develop in the right direction through the Difference Reserve Ratio System performed by the Central Bank, promoting their capability of loaning. // All the above five respects have began, but they don't keep the same pace and should be improved in our later work. These are our ideas about the "three-agriculture" issues. //

Journalist from Asahi Shimbun: I want to ask Mr. Zhou. At the end of February, sinking emerged in the stock markets all over the world. Many people think it owes to the adjustment of Shanghai market. What's your opinion about that? // What's your analysis about the global stock market, including the volatile Chinese Market? Under the circumstance that the relationship between stock markets becomes closer and closer all over the world, what should be done to improve the Chinese financial market, especially its stock market? //

Zhou Xiaochuan: For the volation of the stock market, there are many different reasons: now the cause of the market itself, now the problem existing in macro economy, now the reasons from the aspects of micro economy. For example, some companies meet difficulty. There are many possibilities. // For the volatile market not long ago, I can guess, whether from the media, from the economists, or from the stock market experts, there are many remarks. // In my opinion, it does not stay on the level of macro economy and will not cause fateful change. // The fluctuations of the stock market have an interactive effect around the world, which shows the gradual development of globalization. In the past, China thought itself a relatively small market and a being-building immature market, or we can say it is a newly-emerging market which is in the period of economy transition. // With the development of the integration of global economy, the volations of the stock market affect one another. That tells us that the Chinese market needs to speed up the development, increase the ratio of direct financing and make our capital market better, faster, and more international. // If we can achieve that, whether the outside influences us, or we influences the outside, we all can feel like operating under the similar conditions and rules and deal with the changeable market easier. Meanwhile, we should also recognize that the markets are always changing and being adjusted, which are not like quiet water in the pond and are always filled with all kinds of waves. // As to the liquidity surplus problem, it is a global phenomenon, China is no exception. The financial deficit is big in the USA, where the liquidity is also a usual phenomenon. // Financial surplus is a interactive phenomenon under globalization. Macro regulation bureau should pay more attention to it, have their work done better and adopt a stable financial and appropriate deflation policy for the liquidity surplus problem. // We should analyze the phenomenon more carefully. // Sometimes the liquidity surplus may not have a direct impact on the assets markets including the stock markets and the real estate markets. We should understand that the market is very complex and the factors are various for the volations of the stock market. //

Passage 2

(节选自温家宝总理2006年3月及2007年3月中外记者招待会)

《华尔街日报》记者：最近中国有几家国有商业银行向外国银行出售了股权，可是有些国内人士批评说这个价格太低了……。您如何回应这些批评的意见？ //

Wen Jiabao: The goal in reforming the state-owned commercial banks is to establish a modern commercial banking system in this country. // We also believe that we need to explore the

various and multiple formats of realizing public ownership. The shareholding system is an effective format. // However, the introduction of the shareholding system is not the objective itself, the objective is to improve the corporate governmental structure and to learn and draw upon the advanced managerial experience and expertise from others so that we can further improve the management and efficiency of state-owned commercial banks. // In reforming the state-owned commercial banks we need to follow the following two principles: First, the state must take a dominant controlling share in the state-owned commercial banks in order to keep the economic lifeline of the country in the state's hands and fend off financial risks. Second, we need to strengthen and improve the whole process management in this reform. // We need to step up internal control, regulation and supervision so as to prevent the stripping of state-owned assets. //

《华尔街日报》记者：我有两个问题。一个问题是现在国际投资者都非常关注中国的股市，您是否认为在过去的两年，中国的股市上涨或者发展过快、过猛？您是否认为普通的投资者现在承担着过大的风险？// 中国政府打算采取什么样的措施来给股市降温，或者说来调控股市？另外一个问题是有关中国的外汇储备投资的。// 中国政府提出要建立一个新的投资机构，寻求外汇储备的多元化。我想问的是，中国新成立的这种机构，它将把投资投向哪些具体的资产？ //

Wen Jiabao: I follow closely the development of the stock market, and I particularly hope to see its healthy growth. Since last year, we have strengthened the development of institutional infrastructure for the capital market. // In particular, we have successfully introduced the reform of listing non-tradable shares of listed companies, thus resolving an outstanding issue. Our goal is to build a mature capital market. // To meet this goal, first, we need to improve the performance of listed companies. // Second, we need to develop an open, fair and transparent market system. Third, we need to enhance oversight and regulation of the capital market and especially improve the relevant legal framework. Finally, we should see to it that stock market related information is released on a timely basis and make individual stock investors more aware of investment risks. //

As to the issue of how to use China's foreign exchange reserves you have mentioned, this is indeed a big issue we are facing. From our own experience, we know how difficult it could be when we lacked foreign exchange. // In the 1990s, China did not have enough foreign exchange, so we borrowed foreign exchange from the IMF. The IMF only lent us 800 million USD. Now our foreign exchange reserves have exceeded one trillion USD, and how to make good use of them has become a new issue for us. //

China practices diversification of its foreign exchange reserves to ensure their security. Yes, we do plan to set up a foreign exchange investment company, and it will not be under any government department. // The company will manage the foreign exchange according to law on a paid-use basis. // It will be under government oversight and regulation and should preserve and increase the value of the assets. //

As it has not been long since China began to make investment overseas, we have little experience in this area. // I recently looked at the statistics, which show that at the end of year 2006, China's overseas investment in the non-financial category was only 73.3 billion US dollars. It increased by 16 billion US dollars last year. Still, it is insignificant in comparison with that of developed countries. //

I know by raising this question, you may wonder whether the overseas investment to be

made by this newly established company will affect US dollar denominated assets. China's foreign exchange reserves mainly consist of US dollar denominated assets. // This is the fact. China's holding of US dollar denominated assets is mutually beneficial in nature. The setting up of a Chinese foreign exchange investment company will not affect the US dollar denominated assets. //

Passage 3

- Q: 第19届中美商贸联委会将于下周在美国召开, 中方哪些部门将参加? 中方对此次联委会有何期待? 对当前中美经贸关系如何评价? //
- A: The 19th China-US JCCT meeting will be held in Los Angeles, the US, on September 16. Chinese Vice Premier Wang Qishan, US Commerce Secretary Gutierrez and US Trade Representative Schwab will co-chair the meeting. // Other Chinese delegation members include over 10 officials above vice-ministerial level from the State Council, Ministry of Commerce, Ministry of Foreign Affairs, the National Development and Reform Commission, Ministry of Industry and Information Technology, Ministry of Public Security, Ministry of Finance, Ministry of Human Resources and Social Security, Ministry of Agriculture, China Customs, General Administration of Quality Supervision, Inspection and Quarantine, Civil Aviation Administration, Food and Drug Administration and the Export-Import Bank of China. As usual practice, Ambassador Zhou Wenzhong and Ambassador Randt will be present. // This year marks the 25th anniversary of the establishment of JCCT mechanism, which plays an indispensable role in boosting and deepening the bilateral trade relations and expanding the cooperation of economy and trade. // We believe this year's meeting will further broaden trade cooperation, help handle trade issues properly and promote a healthy and stable trade relationship. // The main feature of China-US trade relations is win-win. The two countries are each other's second largest trade partner. Last year, the bilateral trade volume reached 302.1 billion dollars, more than 120 times that of the time when the diplomatic relations were first established. // Our business cooperation has brought tangible benefits to the two peoples, and contributed to the world economy. // Given the great speed and scale of this relationship, it is natural that some problems and frictions arise on the way forward. We hope both countries will bear the general interest of the relationship in mind, adopt a strategic perspective and solve problems through frank dialog, consultation on equal footing and expansion of cooperation. Facts have proven that dialog and consultation is an effective approach to settle our trade disputes. //
- Q: 据了解, 巴基斯坦新总统扎尔达里将于下周来华访问, 委内瑞拉总统查韦斯也将于近期访华, 他们是否会与中方讨论民用核能合作或军品贸易的问题? //

A: We welcome President Zardari and President Chavez to come at a convenient time. We can stay in communication through diplomatic channel. I don't have any such kind of information to release yet. //

As for the nuclear energy cooperation, our position is consistent. We believe, all countries, on the precondition of fulfilling their international obligations, are entitled to make peaceful use of nuclear energy and conduct international cooperation in this regard. // China will, in accordance with its international obligations, continue to cooperate with relevant countries in the field of peaceful use of nuclear energy on the basis of equality and mutual benefit. //

As for military trade you mentioned, I don't have any specific information. But our policy is clear. China has been prudent and responsible toward military export, and adopted strict administration measures.//

第七单元

III. Passages for Interpreting

Passage 1

Speaking of social responsibility, what we need first of all is a basic theoretical analysis. // There are a few issues that I'd like to draw your attention to. The first one is the distinction between social responsibility and corporate social responsibility. We talked of corporate social responsibility at the very beginning. Then we've participated in a couple of events organized by the International Standard Organization, which is also looking into this issue and has held three relevant international symposiums. The topic this year is specific guidance for social responsibility. // Whether it's social responsibility or corporate social responsibility, the perspective of ISO is that it is about social responsibility in general rather than just a business's social responsibility. Then in this case what should be the respective responsibilities of businesses, of governments, and of NGOs including trade unions. This is the first issue we need to address. //

Secondly, social responsibility is not the same as social compliance standards. Initially many regard social compliance standard as a kind technical standard for certification, which is questionable and calls for discussion. If this is true, how should certification be conducted? And as mentioned by a government official just now, whose standards should be used? If American standards are used, is it fair, just or reasonable to developing countries? Or if the standards are developed in relation to the least developed countries, do such standards make sense at all? So this is a very tough question and we are looking into it. //

Another issue is the definition of social responsibility. Sometimes we use it in a broad sense and other times we use it in a narrow sense, e.g. the social responsibility issues we discussed now, and the labor standards we usually talk about. // How can it be properly defined? For social responsibility in a broad sense, it covers issues like labor standards, environmental protection and even anti-corruption efforts—bribery is not allowed for businesses. It is also extended to cover consumer community and other stakeholders. With such a wide range of issues included, I am afraid it takes more than an individual business to

take care of corporate social responsibility in its broad sense. //

Passage 2

Your Excellency Prime Minister Reinfeldt, Delegates, Ladies and Gentlemen,

Good afternoon. // Here in Beijing in April, spring is high in the air and flowers are in full blossom. On this delightful day, we celebrate the convening of the Sino-Swedish CSR High-Level Forum. // Last June during the visit of President Hu Jintao to Sweden, the Chinese Ministry of Commerce and Swedish Ministry for Foreign Affairs signed an MOU on Cooperation in CSR on behalf of their respective governments, which officially kicked off our bilateral CSR cooperation and was vitally important for the sustained, steady and sound development of our economies. Today, we have Chinese and Swedish friends gathered here to discuss in greater depth on the topic of CSR, which I believe will positively shape our future CSR collaboration. //

Since the 1980s, CSR has gone from being a new term to a global trend. Putting emphasis on CSR means companies not only have to be responsible to their investors, but also to their employees, customers, business partners, and to the environment and society. // International success stories also show that CSR is part of a company's brand image and its core competitiveness. It is a vital source of sustained prosperity for business. // So in order to survive and grow, it is imperative that companies should raise their CSR awareness and actively fulfill their social responsibilities. We have every reason to believe that future business competition will diversify from specific products, technology and talents toward CSR performance. As the proverb goes, "The rose is in her hand and the fragrance in mine", companies benefit from their efforts to honor CSR and promote social harmony. //

As the socialist market economy gradually improves, there is also a growing sense of social responsibility among the vast majority of Chinese companies. They abide by the code of ethics and lawful operation and are committed to providing high-quality products for domestic and foreign consumers. They pay attention to conservation, environmental protection and CSR fulfillment. // Some companies go even further by publishing their CSR reports to disclose their CSR performance and to voluntarily subject themselves to public scrutiny. Of course, constrained by the level and stage of its economic development, China still practices a rough-edged economic growth model, featuring high energy and resources consumption and high environmental costs. A handful of companies are still single-mindedly seeking profits and turning a blind eye to their social responsibilities. //

The Chinese government has consistently attached great importance to the CSR initiative and has intensified its efforts in recent years. // In 2007, Ministry of Commerce joined the environmental protection sector in issuing the Circular on Enhancing Environmental Surveillance on Exporting Enterprises, to restrict socially-irresponsible enterprises from conducting foreign trade. It promulgated the Opinions on Strengthening CSR at State Economic and Technological Development Zones, to urge enterprises based in development zones to better fulfill their CSR. It also adjusted its processing trade policy to ban CSR-neglecting enterprises from doing processing trade. // In parallel, The State-owned Assets Supervision and Administration Commission of the State Council published the Guidelines on CSR Fulfillment by Central-Level Enterprises, demanding a leadership by

central-level enterprises in CSR implementation. The new Labor Contract Law which became effective on January 1, 2008 laid a legal foundation for a harmonious employer-employee relationship. I believe through the joint efforts in public and private sectors, CSR will continue to make new progress in China. //

As I see it, CSR among Chinese enterprises should follow through “one main thread”, focus on “three alignments” and achieve “four harmonies”. //

On following through the “one main thread”, it means sticking to the scientific outlook on development. Guided by this outlook, we should use CSR as a major enabler for transforming the economic growth model, for balancing business profits with social benefits, immediate interests with long-term development, partial gains with overall interests, and business growth with employee development. The aim is to embark on a road of CSR with Chinese characteristic, featuring high economic and social productivity, low resource consumption and pollution, effective protection of consumer and employee rights and interests and to move ahead with building a socialist harmonious society and to achieve sustainable socio-economic development. //

On focusing on the “three alignments”, first is the alignment of government advocacy with business practice. The government needs to create incentives, give positive direction and strengthen supervision. They should require enterprises to take on mandatory social responsibility, encourage them to take on moral social responsibility and penalize enterprises against severe anti-CSR practices. Companies need to play a central role, update their operational philosophy, be responsible to the society and discipline themselves under the public eye. // Second is the alignment of international best practice with China’s national conditions. International exchanges and cooperation must be stepped up to fully internalize the best practices of countries such as Sweden and push forward CSR compliance among Chinese enterprises. At the same time, China needs to proceed from its national conditions, take into full account the level of its socio-economic development and the capability of companies, and refrain from pursuing over-ambitious targets to the detriment of business and the society. // Third is the alignment of critical breakthroughs and comprehensive progress. We need to target weak yet critical linkages which may affect the overall outcome, especially in industries and sectors which have a high level of energy consumption and pollution, which are labor-intensive and prone to safety incidents. At the same time, we should start with small steps, build on existing experience, and gradually enhance the overall performance of CSR. //

On achieving the “four harmonies”, the first thing is the harmony between employers and employees. We need to harmonize the employer-employee relationship, fully unlock employees’ potential, ensure employees’ legitimate share in business profits and enable employees’ career advancement alongside business expansion. // Second is the harmony among enterprises. We need to build a healthy business partnership that is both competitive and collaborative. We need to foster a level playing field that respects honest and ethical business practices, fair competition and common development. // The third is the harmony between business and the society. Companies need to increase their CSR awareness and behave as fully responsible social citizens. They should work toward social harmony and a business-friendly social environment. // The fourth is the harmony between man and nature. We need to transform the business growth model into the one that is powered by technological advances, product innovation and resource conservation, build a resource-conserving and

environmentally-friendly society and achieve the harmony between man and nature through economical, cleaner and safer developments. //

Ladies and gentlemen. // The Chinese and Swedish governments both attach great importance to their bilateral CSR collaboration. Sweden, as a developed market economy, is tremendously experienced with CSR. China, as a fast-growing emerging economy, is actively pursuing CSR. // This morning, China and Sweden launched a joint CSR website and training program. I sincerely hope the consensus of senior Chinese and Swedish leadership will be acted upon by both governments and businesses, through intensified collaboration and mutual learning, so as to take the CSR endeavor forward. //

To conclude, I wish the Forum a complete success. Thank you. //

Passage 3

早上好，我的朋友！ //

我们想简单介绍一下我们在这个项目上的经验。但是我想有必要介绍一下锐步发展这个项目的历史。// 我们在合规方面的项目始于1992年，所以历史也比较悠久了。说到目前的义务，我们是公平劳工协会（FLA）的成员。之所以提到这一点，是因为我们的一些供货商目前接受独立的外部审计，而不是接受我们的审计。// 这些审计在FLA的网站上公布，工厂的名字不公布，只公布我们的名字。我们在追求透明度，以便购买我们产品的消费者了解我们在管理方面采取的一些举措。//

我们的项目，我们的工作要求，必须首先符合中国的法律，其次必须符合《世界人权宣言》的要求，最后还要遵守国际劳工组织的公约。这些是我们最基本的法律依据。// 现在，我们在中国有将近250个合作伙伴，而且每年都会有更多的合作伙伴。今天也有一些合作伙伴来到了现场，谢谢你们。//

在介绍项目之前，我想解释一下为什么要跟大家介绍这个项目。// 1992年以来，我们一直对独立的商业伙伴进行审计。我们发现这样做有好处，但长远来说不能解决问题。所以我们希望促成一个本地化的解决机制。我们发现，沟通不足往往是很多工厂出现问题的根源。// 通常工厂的总经理甚至不知道生产组长和工人之间有问题。沟通和交流无从谈起。我们还发现，我们自己的员工，也就是审计员，对工厂的了解还不如每天在那里工作的工人。我们一年可能只有两三天去工厂，但工人每天都在那里，对工厂的情况是最了解的。// 所以，在考虑这个问题的时候，我们就问自己：怎样才能让工人参与进来，共同提高工厂的标准？因为只有通过工人和管理人员的交流和协作，才能创造和谐的工作环境。// 所以在长期经验的基础上，我们对审计过程不是完全满意。因此，我们开始寻找其他创造性的方法来建立长期的、良好的劳资关系。//

我们有很多方法来解决这个问题，我只是简单地列出一些。我们尝试通过许多不同的方式来改善工作场所的沟通和交流。有的是有我们自己的员工参与的，也鼓励工人尽可能地与我们的员工沟通。// 最重要的是，我想请大家注意这里的最后两点，我们在各亚洲国家推出了一个工人沟通制度，利用它来收集工人的意见，然后转交给工厂管理层，并就如何回应工人的建议提供辅导。// 所以我们用工人沟通制度作为培训工厂管理层的一个工具。我们也在尽可能多的地方提供能力培训，既可以是像我们今天开会的这种方式，也可以是我们提供的一些内部培训。// 比如去年我们开展的一个内部培训项目，主题就是“解决问题的办法”。我们在中国的很多地区开展了这个项目，目的在于帮助人们找到一个在工作场所协商解决问题的办法。//

今天我要跟大家介绍一个创新。我这里列出了一个清单，我们有很多方法来营造更好的工作场所，避免问题反复出现。我们希望看到我们自身工作的不断进步，也希望看到我们供货商的进步。// 我们的理念是在中国的法律基础上，促成更好的劳资关系。所

以我们决定尝试从工厂里选举工人代表。这个做法的创新之处在于，工厂的每一名工人都有不记名投票权，这跟以往是不同的。我们同时也提供机会，让每一位感兴趣的工人成为候选人。// 所以候选人不是我们指定的。他们可以自己决定是否竞选工人代表。候选人可能需要一定的工龄，比如三个月或六个月。一旦满足了这个要求，他们就可以参加竞选。这是一种创新的做法，我们在这个过程中角色只是提供便利。// 我们不作决定，也不希望对任何一位工人指手划脚。但如果工厂管理层决定采取这种做法，我们可以提供帮助。我们有一些方法可以帮助他们进行类似的创新。//

我想先大体讲一下它的好处，再谈谈我们遇到的挑战或困难。这个项目试行了有将近四年时间，结果是喜忧参半。工厂没有巨大的变化，但的确是有一些小的好处。我们认为这些好处也是很有价值的。// 其中一点就是，高层管理人员借此可以了解更多公司的情况。这与工人代表的选举是有直接关系的。我们发现工厂的工人遇到问题会更多地去找工人代表，因为是他们选了他。现在他们都愿意与他交谈，从而获得帮助。// 我们认为这对工人和管理人员都是很好的机会，他们可以获得更多的处理问题的技巧。我们发现不记名选举的过程受到大多数工人的欢迎，他们对此感到兴奋。我的同事文森特曾经去观察过一次选举，待会我会请他给大家介绍更多的例子，给大家看一些照片。//

但我在这里不是说我们就找到了答案，因为对于什么是解决劳资关系最好的可持续策略，我们没有答案。实际上，我们面临很多挑战，我们开诚布公地告诉大家这些挑战，是希望大家在考虑这个问题的时候，能够有一个现实的想法。// 一方面，在选举过程中工人的角色发生了变化，特别是当他们被选为工人代表后。而他们可能对工人代表的责任并不明确，对他们来说这是一个新的概念。此外，工人代表们很难在身边找到一个好的榜样。// 所以很难让他们迅速地接受这个全新的角色。同时，我们发现很难给这些工人找到培训资源来帮助他们。举个例子，其实在三个工厂里，我们都提供了一个短期的沟通技巧培训，我们这么做的唯一原因，是因为在这三个地方，我们找不到当地的资源来培训他们。而工人可能需要了解怎样迈出沟通的第一步。// 在这种情况下，我们提供了一些小型培训。但是我们发现困扰企业的员工留用和工人流动问题对工人代表来说也是一个大难题。因为在选举后的一两年，不是所有的工人代表都仍然在那间工厂工作。

// 所以在培训工人代表方面一直存在这个问题，跟普通工人流动带来的工人培训问题一样，我们也面临同样的挑战，很难找到明白自己职责的工人代表。//

所以在考虑这个案例的时候，我们并不认为选举工人代表带来了巨大的变化。我们认为这是一种尝试，并从失败中找出解决办法。我们尝试了新的东西，发现在某些情况下，它确实有很大的好处，而在其他情况下，好处就未必明显。// 令人鼓舞的是，尽管我们并没有数据——或许有些人对数据更感兴趣，但是我们确实有这样一个印象，即当选工人代表的和选了代表的工人都对公司有了更强的归属感。我们相信，对公司有归属感可以使工人愿意长期在这里工作。//

但是，要研究工人代表制度是否可以帮助提高工人留存率，我们还有很长的路要走。所以这依然是我们要考虑的一个方面。我们在2002年举行并观察了第一次选举。// 在那之后，在将近四年的时间里，我们观察了八个工厂的八次选举。15,000多名工人在选举中投了票。大家可以想象，一些鞋厂的规模是很大的，所以参与的人数很多。// 我们发现，在这八家不同的工厂里，工会发挥作用的情况各不相同。有的工厂的工会很积极，他们每月都会开会，但是其他一些工会则不知道自己应该做些什么，或者他们甚至不知道如何与自己部门的工人进行交流。所以工人代表的参与程度是各不相同的。//

第八单元

III. Passages for Interpreting

Passage 1

Comrades, Friends,

The International Forum of China's Corporate Culture is a grand gathering for Chinese and foreign entrepreneurs and specialists on corporate culture in the new century. I would like to express my warm congratulations on this forum and extend my cordial greetings and noble respect to all of you! //

Culture is the identity and root of a nation and it is the long-term accumulation and condensation of spirits and wisdom. Culture is made by the people and serves the people. In turn, culture can cultivate people, shape people and develop people. //

Nowadays, culture is playing a growing important role in the development of economy and society. The integration of culture and economy is emerging as an exciting landscape. Culture, as an important factor in comprehensive national strength, is gradually becoming a kind of productivity. That is, culture is tomorrow's economy. //

Enterprise is the basic cell in modern socio-economy. Modern enterprises compete not only in management or market but in culture. Management is also a kind of culture. Culture is resource, culture is brand. Culture is the sign of not only social progress but corporate competitiveness. // Corporate culture is an important part of social culture, the soul of an enterprise and the spiritual support for its development. Strengthening the construction of corporate culture serves as not only the significant strategy to improve corporate management and competitiveness but also an important part to develop socialist advanced culture. //

The core of corporate culture is corporate value or corporate spirit. What kind of corporate value or corporate spirit should modern enterprises have? This is the concern of many entrepreneurs and specialists. I'd like to take this opportunity to present my view on this and would be pleased to discuss with you. //

Modern enterprises should be armed with the spirit of steady innovation. In dealing with the relationship between enterprise and its staff or business and privacy, modern enterprises should attach importance to "people-oriented" principle. Within corporate management, "people-oriented" basically means constant stimulation of employee's innovation. Because where there is innovation, there is contribution. //

Modern enterprises should be armed with the win-win spirit of fair competition and credibility. When handling the relationship between enterprise and market, modern enterprises ought to stress fair competition, mutual trust and mutual benefits. With competition enterprise can grow and develop. // As modern market economy is a legal economy, enterprises must follow market rules and pay more attention to credit. Manufacturing and selling of counterfeit goods not only harm society but lead to self-termination of enterprises. //

Modern enterprises should be armed with the sense of responsibility. When handling the relationship between enterprise and society, modern enterprises should pay attention to social benefits and abide by civilized operation while pursuing economic benefits. // Corporate sustainability should be based on social acceptability as a prerequisite, so products should

meet the need of society, operation should conform to social ethnics, meanwhile, enterprises should be actively engaged in public welfare. Vividly speaking, the relationship between enterprise and society resembles that of fish and water. //

Modern enterprises should be armed with a learning spirit. When handling the business-to-business relationship, modern enterprises should emphasize mutual learning and make concerted progress. Learning is more than a kind of attitude—it's a kind of culture; it's more than a kind of method—it's a kind of philosophy. // A person that is good at learning can make steady progress, a nation of this kind can embrace a bright future and an enterprise of this kind can grow bigger, stronger and longer. // Modern Chinese enterprises should not only inherit those good traditions in our management culture but learn those advanced management experience and corporate culture from abroad. Through absorbing all the good points of human civilization, our corporate spirit can be nourished. //

Modern enterprises should be armed with heroism. A country or a nation should have its own heroes at specific times. Those outstanding entrepreneurs are heroes of this age. // Those outstanding entrepreneurs who act as examples of our society and are respected by our society not only manufacture products but also create culture. // Our society needs a great number of fortune-making heroes, needs a large quantity of world-famous enterprises and needs thousands of excellent entrepreneurs. //

China's accession to WTO indicates that our enterprises have entered world economy and begun competing in it, which is to be regarded as another further and more extensive reform. // By competing with world-famous enterprises with a history of several hundred years, our enterprises are bound to undergo more profound reforms in concept and philosophy. // This is a historic transformation without turning back. Result of this transformation will directly determine the pace of Chinese enterprises to the world. //

Compared with those counterparts of developed countries, our enterprises are relatively backward in science and technology and management, and poorly competitive in the market; owing to lack of features and advantages in its infancy, our modern corporate culture is far from enough to adapt to the fierce competition of international market. // Therefore, it is an urgent task to accelerate the construction of corporate culture. Only through this can our enterprises get incorporated into the world and participate in the international competition. //

Chinese business community should endeavor to establish a kind of corporate culture with Chinese characteristics, Chinese styles and Chinese manners, to create a great number of world-renowned Chinese enterprises and make more contributions to the steady, sound and rapid development of Chinese economy. //

The International Forum of China's Corporate Culture provides a valuable opportunity for our enterprises to learn from those world-famous enterprises. I believe that it will certainly be welcomed by Chinese and foreign entrepreneurs. //

Finally, I wish the Forum a complete success! //

Passage 2

I= Interviewer (采访者) G= Göran Nilsson (格兰· 尼尔森)

I: 据瑞典家具零售商——宜家家具的最新报道, 其在全球150家分店的总营业额已经

达到了560亿欧元。宜家家具把成功归于它的企业文化。// 今天我们请宜家英国公司执行董事格兰·尼尔森先生给我们解释一下宜家企业文化的奥秘。早上好，尼尔森先生。//

G: 早上好。//

I:

目前每一家宜家分店真的完全一样吗？//

它们的企业文化非常相似。虽然我们的文化在某种程度上会融合当地文化，但我们的核心价值观，例如简单化和成本节约意识，在所有地区的企业文化中都是一致的。

G: 因此我们不必改变我们的经营方式来经营其他分店。// 至于产品，虽然为适应当地品味我们会作出细小的变化，但在所有26个国家我们生产的产品品种是完全相同的。//

I: 那这些价值观是源自何处呢？//

这要追溯到五六十年代的瑞典，那时，宜家的创始人英格瓦·坎普拉德创办了这

G: 家公司。//

I: 那宜家的价值观是不是就是它的创始人的价值观呢？//

当然，在过去的65年中这些价值观已经得到了发展。但我想我们“让大多数人生活

G: 得更好”的使命仍然很好地反映出早年的价值观。// 虽然这样说，但我想英格瓦与一个中国同事处好关系的能力是很有限的。//

I: 您提到了中国。那么宜家是怎样处理员工之间的这种多样性的呢？//

这个很有趣，我在瑞典、意大利、加拿大和美国为宜家工作了15年，印象最深的一

G: 点是我们不同地区的公司有很多共同点。// 可能人们对诸如责任和自由这样的概念有不同的理解，但像谦逊这样的核心价值观在每一个国家都存在。//

I: 这种强大的企业文化有什么优势呢？//

优势很大。其一就是它在我们的全球运营形成了一种真正的纽带。因为你知道价值观都是一致的，所以跨国调动就很容易。从营销和定位的观点看，这种文化也具有

G: 很大优势。// 但真正的优势是它使宜家变得独一无二。你可以模仿我们的产品和开店理念，但却不能模仿我们的文化。企业文化的建立需要花很多年，并且必须天天坚持。//

I: 那么你们是怎样教育四万名员工的呢？//

我们首先要确定人们理解这些价值观。这就是为什么宜家式研讨会如此重要。所

G: 有的经理都参加这些研讨会，然后他们的职责就是把信息传递下去。企业文化也是会议内容的主要部分……//

I: 你们也使用教学视频和宣传册吗？//

只有当用《起而行》一书和管理层讨论价值观时才使用。// 我们有各种各样的举措，

G: 定期给同事提供机会参与讨论并作出贡献。//

I: 那企业文化会不会影响宜家的招聘流程呢？//

会有很大影响。虽然招募高技能的员工对我们很重要，但如果存在价值观冲突的话，我们就不会考虑雇佣此人。任何一个只顾追求金钱和地位的人在我们这不会有发展

G: 前途。// 宜家的招聘建立在对求职者价值观和品行的判断基础之上，是一个广泛的过程。我们可以增加一个人的零售技巧，这没问题，但很难去改变一个人的心态。

//

I: 这对事业发展也一样吗？//

G: 是的。//

I: 那是否意味着瑞典的经理总会有更多提升的机会呢？//

G: 我们发现许多斯堪的纳维亚人更容易认同我们的文化，但对于高级经理的国籍并没

有成文或不成文的规定。但是，在宜家内部，一个没有完全理解和认同公司的理念和文化的的人不可能得到提升。// 因此，我们鼓励经理们访问瑞典、学习其语言等。其中包括在公司的创始地阿姆霍特进行至少一周的管理入门培训课。//

I: 最后，英格瓦·坎普拉德在20世纪80年代辞去总裁一职，由安德斯·莫伯克接管。这对宜家的企业文化发展有什么影响？//

G: 莫伯克及我们现在的总裁安德斯·代尔维格都曾与坎普拉德共事多年，对坎普拉德最初的远见和理念都很了解。// 当然，今天的宜家不同于10年前的宜家，主要是因为今天的宜家比过去大三倍，并且已经进入了许多更多样化和更有挑战性的市场。// 但我们的价值观和使命始终没变，那就是：为大多数人提供优质、实惠的产品。//

Passage 3

创新不会自动发生。一般而言，有两种鼓励创新的机制：一种是企业文化，一种是制度安排。// 现在围绕这两个具体的主题，我想给大家介绍一下诺基亚的创新激励机制、诺基亚是如何在公司内部创造一个鼓励创新的政策环境的，供广东参考。//

（投资于创新）是最直接的激励创新的措施。// 在过去五年中，诺基亚每年的研发支出一直保持近40亿欧元。除2006年以外，研发支出远远超过诺基亚净销售额的10%，而且我们有超过20%的员工从事研发工作。//

中国在过去的几年中也积极投资于创新，中国已经超过了日本，成为世界上研发投资的第二大国，仅次于美国。// 但是，中国在研发上的投资和发达国家相比主要有两点区别。// 第一个区别在于企业层面的投资水平。我们知道中国最优秀的企业，其中一些在广东，从研发投资百分比的角度上来说可以与诺基亚相当，但这些只是个别现象而非普遍准则。// 第二点区别是私营部门的参与：美国75%的行业研发资金都是由制造企业投入的，而中国的大部分研发投资都是公共部门投入的。//

创新是一种态度。创新不能只停留在建立强大的研发部门上，而是要把创新延伸到整个企业。// 因此，我们已经把创新提升到了诺基亚的核心价值观之一。我们的核心价值观是“邀你参与、共同进步、以人为本、激情创新”，这种核心价值观是经过诺基亚公司员工在公司内部各个层面的广泛参与和讨论而确定的。// 对我们来说，“激情创新”的价值观是建立在我们渴望实现梦想、渴望寻找勇气、渴望通过技术和工作方式的创新迈向未来、渴望了解周围世界的基础上的。//

对这点中国的企业和员工乍一看可能觉得有些抽象。// 中国在发明创造方面拥有悠久光辉的历史，但是对中国和中国的企业来说，继续鼓励并创造一个创新型文化和环境，特别是鼓励打破常规和勇于承担风险的文化和环境尤为重要。// 援引里昂证券（CLSA）分析师安迪·罗斯曼的话来说，中国能够“利用新技术把产品和服务转化为商品”的重大突破还是太少了。// 创新要获得成功，很多人必须改变他们的行为。只有当人们意识到创新能为他们带来独特的优势、提高他们生活质量的时候，改变才会发生。//

正如前面提到的，你们需要建立一个以商业和价值驱动的创新文化，但不应仅局限于企业内部。// 要想保证所有地区未来的繁荣和竞争力，最好的办法是在高度融合并且开放的经济关系当中建立自身的优势，找到自己应该发挥的作用。//

从传统的“封闭式创新”到“开放式创新”是一项基本的转变。// 所谓封闭式创新，是指靠自己（的力量和资源）独自去发现，然后在本公司范围内把发现成果转化为开发、生产、分销、服务和提供支持。// 这么做的逻辑是：如果你要把事情做好，必须亲自去做。// 另一方面，在创新的过程当中，即使最好的公司，无论拥有多么强大的内部能力也要重视公司外部的知识和创意。// 当今世界，一家公司不可能什么事情都自己做。现

在市场和变化的速度和复杂程度都要求我们以一种全新的方式看待商业关系、创意、项目和创新。// 公司外部不为你工作的人拥有许多伟大的创意，我们不能将其一概忽视。// 开放式创新的一些关键的好处包括研发的效率大大提高了，新产品的创新来源更广了，错过市场机会的风险降低了。//

迈出开放式创新的第一步是敞开心扉了解行业发展的情况——倾听消费者的心声。// 然后，找到与其他公司进行合作的方式，努力寻找周围所有的资源：学术界、创业型企业、开发商、发明者；创新实验室、开源社区、供应商、竞争对手、剥离企业等等。// 最关键的一点是要从能够平衡双方的核心优势和能力的协作关系角度出发进行思考。//

发现或发明的本质是创造基础性的新知识，但是如果缺乏商业模式，发现或发明通常毫无价值。// 商业模式不仅是把技术转变成资金的方式，而且还是过滤设备，帮助你确定哪些信息需要回应，哪些信息需要处理。// 围绕合作伙伴和协作建立的商业模式能够获得巨大的收益。//

建立在既定流程、市场地位和本地知识的基础上，双方在用更低的成本获得更高的效率方面利益是双向的。// 另一方面，双方可以在获得更多见解，减少现实投入，以及增加更多研究机会方面获益。// 协作型商业模式最大的一个好处在于分享新思想的机会，让你打开眼界看到新的可能性。//

当企业进行重大的创新举措时，都会面临一些大的挑战。// 第一个挑战是关于试图同时进行多个重大创新从而分散、摊薄了企业组织能力的危险。// 但是如果仅仅选择在一个领域进行创新并努力推动其成功也是一件困难的事情，你不得不把赌注压在几个领域，并努力推动这几个领域获得成功。// 每个创新领域都配备了资源，那么我们就需要确保商业案例和商业模式是清晰明确的。//

这与第二个挑战紧密相关——如何通过创新保持核心业务。// 以诺基亚为例，诺基亚的核心业务是移动设备。竞争的日趋激烈，创新速度的不断加快，意味着我们必须拥有快速改变方向、自如调整企业规模的能力，即保持战略灵活性。// 我们必须在技术创新和快速投入市场的灵活性之间找到平衡，这一点依然非常重要。//

诺基亚将一如既往与战略合作伙伴一道推动创新朝着开放式创新的方向发展。// 要做到这一点，最好的办法是在由同事、机构和外部合作伙伴组成的更广泛的网络范围内支持研究和商业工作，担起鼓励不同领域的专家更多地开展对话的责任。这也是培养开放和公平文化的最佳方式，有了这样的文化才能为探索、发现和创造提供最佳的机会。

// 作为全球移动通信领域的领先者，诺基亚将继续开放并扩展各种不同的创新渠道。//

我们外部的合作伙伴无论从数量上还是质量上都在持续地发展。外部供应商提供的解决方案的质量已经越来越能够达到甚至超过我们自己内部提供的水平。// 针对如此密切的合作伙伴关系，我们希望所有的合作伙伴都能分享这样一个理念——我们无法独自进行创新，我们可以依靠大家的不同见解和各自的核心优势。// 要把研究推进到一个新的高度，我们必须铭记：有效的创新需要大胆专注于快速发展并改变业务。// 我们需要保证研究人员有机会把他们的研究成果付诸实践，为我们所有人面临的挑战找到解决办法。// 只有通过接受真正全球意义上的合作，我们才能够保证让所有人都能够参与到研究中来并分享创新的成果。//

此时文化又在发挥巨大的作用。// 如果人们只愿意与自己“小团体”的成员——他们了解和信任的人——一起工作、交流、分享信息，那么这样的传统不仅不利于一个企业的有效运行，同样也会阻碍、排斥外部人员不同的思维方式、行为和参与。// 但是，我们非常高兴地看到，年轻的中国新一代展现出不同的一面，他们不拘泥于既定思维，不是别人给什么就接受什么，别人让做什么就做什么。等到年轻的新一代加入劳动大军

时，这对创新来说是一个好预兆。//

第九单元

III. Passages for Interpreting

Passage 1

Good morning, ladies and gentlemen, and friends! First of all, please allow me to extend a warm welcome to all of the leaders, distinguished guests and friends on behalf of the municipality of Chengdu. After watching the video promotion of Chengdu's exhibition industry, you now have an initial understanding of the status quo of the industry in this city. Now, I would like to present Chengdu, an ideal city for C&E (convention and exhibition industry), to you by sharing with you the general condition of Chengdu's social economy, our experience in C&E industry and our expectation for it in the following three years.//

Chengdu has positioned C&E as an integral part of its modern service industry. The Eleventh Five Year Plan of Chengdu has listed C&E as a focus industry for intensive facilitation. As a result, substantial progresses have been achieved, for instance, the establishment of Chengdu C&E Office, the completion of well-equipped C&E facilities and the existence of experienced and professional practitioners. // In recent years, Chengdu has grown remarkably in terms of the number and the quality of exhibitions we host. The size of C&E has been expanding. A sound and rapid momentum of growth has been in shape. And a distinctive pull effect has been realized with neighboring industries as well. //

First, C&E itself is an important means of promotion of the hosting city. Agglomeration effect is a common byproduct of C&E. High-profile and large-scale exhibitions are eye-catching to the media. The organization of such events will greatly expand the recognition of the hosting city. // At present, there are more than 260 C&E activities annually held in Chengdu. They are wonderful commercials of Chengdu. More than two million exhibitors have thus made their visits to Chengdu.//

Second, C&E is an important driver for the overall economic development of the city. The rise of featured and competitive industries lays a solid foundation for the organization of specialized exhibitions, which in return promote the development of other industries. Furthermore, these exhibitions upgrade and expand the development of supporting industries. // Therefore, the organization of specialized exhibitions, which are grounded by relevant industries, shall lead to a win-win of both related industries and exhibitions.//

Third, the underlying operation model of C&E shall be "government being both the leader and the subject". The C&E industry is inclusive and interdependent of various other industries. Chengdu has by now established a C&E model of its own. The vivid description of the model

is “government sets the tone, agencies coordinate and businesses implement”. To this end, the government has set up an C&E Office, which monitors an integrated government service offering system covering transportation, public security, industrial and commercial administration, city inspection, tourism, taxation, hygiene, business inspection and customs. The integration provides a maximum convenience to exhibitors. As a result, more than 30 large and well-known exhibitions have been held in Chengdu. // Besides, the government also stresses the cultivation of market entities. A batch of C&E companies has come into existence. We now own an exhibition area of 200,000 square meters and four exhibition facilities are equipped with hotels. The overall capacity of C&E in Chengdu has been on a constant rise. //

Fourth, the long-term strategy for Chengdu in C&E is to become both exhibition contractors and organizers. Through contracting high level exhibitions, we will be enlightened with new ideas and grow into more experienced organizers. Consequently, the envision and competence of local C&E practitioners shall be broadened and improved. // We need to customize the application of our experience drawn from being a contractor when we organize our own exhibitions. The application shall be based on a correct perception of local features in the industry, culture and resources. Flexible means including bidding, restructuring, establishing companies and introducing C&E companies shall be used. By now, Chengdu has established three exhibitions which respectively cover a venue area of more than 50,000 square meters.//

Thank you! //

Passage 2

2008年是以中国共产党十一届三中全会为开始标志的中国社会经济改革30周年纪念。//

30年只是中国历史上短暂的一个篇章。但是这是中国第一次用最短的时间最大程度地改善民生的30年。//

中国改革成功的原因主要有两个方面：一是开放经济；二是追求诚信。凭着这两点，中国的会展市场吸引了大量的投资。//

2001年中国加入世贸组织。这之后，中国更加努力实现自由贸易。贸易往来自然又带动了贸易信息的交流。因此，会展业作为信息集散的窗口对中国保持持续增长和实现经济扩张有着至关重要的意义。//

下面我们将通过慕尼黑国际博览集团在中国的经验，回顾中国商会展30年的发展历史。//

早在1975年，慕尼黑国际博览集团的全资子公司慕尼黑海外展览有限公司就已经在北京成功举办了第一个德国技术展览会。往后在80年代，其他国际展览公司才加入我们尝试进军中国市场。//

京慕国际展览有限公司成立于1995年，是由慕尼黑海外展览有限公司和中国国际展览公司共同组建的中国展览业内第一家合资公司。现在合资伙伴还有慕尼黑国际博览集团（新加坡）公司。//

1999年，慕尼黑国际博览集团、德国博览会集团公司和德国杜塞尔多夫展览中心三大德国会展巨头基于他们这段时期的经验，决定联合陆家嘴发展集团在上海建立并经营一家贸易会展。//

回顾2001年上海新国际博览中心的正式落成，中德双方可以为21世纪画上的华丽的开篇一笔而自豪。//

21世纪是全球化的时代。中国既是全球化的推手，也得益于全球化而获得自身的发展。全球化的核心是贸易量的爆炸性增长。而持续的全球化进程的核心则是作为中国和国际贸易伙伴贸易往来营销枢纽的会展。//

谢谢各位。//

Passage 3

Approved by the State Council, the 4th China Expo Forum for International Cooperation (CEFCO) will be held on January 14-16, 2008, at Chengdu Century City Convention & Exhibition Center. Following three sessions in 2005, 2006 and 2007, CEFCO 2008 will continue its success as a grand gathering for the global convention and exhibition industry, co-organized by China Council for the Promotion of International Trade (CCPIT), Global Association of the Exhibition Industry (UFI), International Association of Exhibitions and Events (IAEE), and Society of Independent Show Organizers (SISO). //

Over 400 professionals in the convention and exhibition industry and business elites are expected to attend the event in Chengdu from around the globe. Enlightening speeches will be delivered by guests from both China and a dozen of countries and regions of the world, focusing on the development of China's convention and exhibition industry, experiences and strategies of foreign businesses in China, new opportunities for midsize cities with booming development in exhibitions, and the impact of marketing and planning on show brands.//

With the theme of "Joining Up with Growing Forces", CEFCO 2008 is intended to be a platform for communication and cooperation between China and international exhibition industries, through a series of thematic activities, including five plenary sessions and six concurrent sessions. There will be dialogs among giants of the industry, government officials, professionals and experts in economy, conventions and exhibitions, who are ready to share with you their expertise and experience. Also, you are kindly invited to visit China International Trade Show for Exhibitions and Conference (InterExpo) held at the corresponding period.//

Passage 4

Distinguished Guests, Ladies and Gentlemen, Friends,

On behalf of the Chinese government, I wish to extend a warm welcome to the leaders of ASEAN countries and all the guests at the meeting.//

Governments of China and ASEAN countries all give high priority to developing friendly relations and mutually-beneficial cooperation between the two sides. Since the first

China-ASEAN Expo (CAEXPO) and China-ASEAN Business and Investment Summit (CABIS) in 2004, our two sides have made great efforts to advance the building of the China-ASEAN Free Trade Area. We have signed and put into effect the agreements on trade in goods and services, constantly lowered tariff duties and expanded market access, deepened sub-regional economic cooperation in the Greater Mekong River Basin and East ASEAN Growth Area, and promoted trade and investment facilitation. // The trade volume between China and ASEAN increased from 105.9 billion dollars in 2004 to 202.5 billion dollars in 2007, attaining the trade target of 200 billion dollars set by our leaders three years ahead of schedule. During the first nine months of this year, our bilateral trade volume reached 180.4 billion dollars, up by 23% over the same period of last year and making China and ASEAN each other's fourth largest trading partner. // Our mutual investment is expanding. While ASEAN makes considerable amount of investment in China, the investment of Chinese businesses in ASEAN is growing rapidly. With all the 10 ASEAN countries becoming tourist destinations of Chinese citizens, mutual visits between our people have become even more frequent. As a result, China-ASEAN cooperation in various fields has shown good momentum of growth featuring equality, mutual trust, mutual benefit and win-win progress.//

China and ASEAN countries are all at a stage of fast economic growth. We are connected by the same mountains and rivers. We share similar cultures and have much to offer each other economically. This has given us a solid foundation and huge potential for closer cooperation. // Amidst the rising uncertainties and destabilizing factors in the world economy, continued expansion of the financial crisis in the United States and increased volatility in the international financial market, the global economic growth has markedly slowed down, causing a severe impact on the Asian region. In face of such unprecedented challenges, it is of special importance to accelerate China-ASEAN cooperation. With this in mind, I wish to make the following proposals on strengthening China-ASEAN business cooperation: //

1 Deepen cooperation in trade and investment. The two sides need to further deepen cooperation in trade in goods and services, continue to strengthen communication and consultation on the Investment Agreement of China-ASEAN Free Trade Area, work to conclude negotiations and sign the agreement at an early date and ensure that China-ASEAN Free Trade Area will be established as scheduled. The Chinese government will encourage and support companies to increase their investment in ASEAN countries and facilitate the building of economic and trade cooperation zones in ASEAN countries.//

2 Step up sub-regional cooperation. As an active supporter of ASEAN economic integration, China is working with countries concerned to jointly promote the transition of the Greater Mekong Sub-region from a transport corridor to an economic corridor and explore ways to carry out economic cooperation in the Pan-Beibu Bay. The Chinese government will support the accelerated opening-up and development of Beibu Bay Economic Zone and turn it into a new area of growth for China-ASEAN cooperation.//

3 Improve cooperation mechanisms. We should give better play to the role of the existing communication and cooperation mechanisms, continue to do a good job in hosting the CAEXPO and the CABIS and promote exchanges and dialogs at various levels and in various fields. We should encourage intermediary agencies to provide services for cooperation between companies from the two sides, in particular those facilitating more effective cooperation between small and medium-sized companies.//

4 Jointly respond to challenges. To follow the trend of economic globalization and strengthen regional economic cooperation will help us better seize development opportunities and meet major challenges. China will step up coordination and cooperation with ASEAN countries in finance, energy, environmental protection, food security and other fields with a responsible attitude to jointly promote the steady and sound economic and financial growth of the region.//

Ladies and gentlemen, friends! // This year is a challenging year for China. In spite of the complex changes in the international situation and the unexpected difficulties at home, we have maintained relatively fast economic growth and financial security and stability, won a major victory in our battle against the devastating Wenchuan earthquake, successfully hosted the Beijing Olympic and Paralympic Games and completed the Shenzhou VII manned space flight mission with flying colors. These achievements speak volume for the solid national strength China has accumulated in the past 30 years of reform and opening-up. // On the whole, the fundamentals of the Chinese economy remain unchanged and macro control and regulation are producing expected results. In the first three quarters of this year, China's GDP grew by 9.9% year on year and the commodity price rise has slowed down in recent months. The most important task for us now is to manage our own things well. // The Chinese government has taken and will continue to take measures to meet external challenges, and will work to ensure economic stability, financial stability and the stability of the capital market. We have the confidence, conditions and capabilities to overcome any difficulty or challenge.//

China's development will bring more opportunities to countries in the world, especially our neighbors. We will remain committed to the socialist path with distinctive Chinese characteristics, fully apply the scientific outlook on development, speed up the transformation of the mode of economic growth, readjust macro-economic policies in a flexible and prudent manner, and work to boost domestic demand, consumption demand in particular. We will not only focus on the speed of development but also pay attention to the pattern, quality and efficiency of such development so as to bring about sustained, stable and relatively fast economic growth. // China will continue to push forward reform and opening-up, follow a win-win strategy of opening-up, promote trade and investment liberalization and facilitation, and oppose protectionism in all manifestations. // We will continue to pursue peaceful development, adhere to the principle of building amicable relationship and partnership with our neighbors, enhance good-neighborly, friendly and practical cooperation with our neighboring countries, and contribute to the common development of the region through our own development.//

As the host of the CAEXPO and the CABIS, Guangxi is uniquely positioned to play an important role in promoting China-ASEAN cooperation. I hope that our Chinese and ASEAN friends from all sectors can make full use of this platform to strengthen communication, increase mutual understanding and enhance fruitful cooperation, and make new contribution to China-ASEAN business cooperation and China-ASEAN strategic partnership.//

I wish the China-ASEAN Expo and the China-ASEAN Business and Investment Summit a complete success.//

Thank you.//

第十单元

III. Passages for Interpreting

Passage 1

主持人：先生们，此时此刻，你们是怎么看待金融复兴计划的？首先是议员奥巴马，你有两分钟的时间。//

奥巴马：谢谢你，吉姆，也感谢委员会和密西西比大学今晚为我们举办的辩论会，我想这是我们谈论美国的未来的最好时机。// 大家知道，我们正处于历史的决定性的时刻：我们国家卷入了两场战争，我们正经历大萧条以来最严重的金融危机。// 你们想知道：金融危机是怎么影响我的？它是如何影响我的工作、我的房子、我的退休金储蓄以及我送孩子上大学的能力的？因此，我们必须迅速采取行动，而且要采取明智的行动。// 我已经提出了一系列建议，以确保我们在从事救市工作的同时保护纳税人的利益。//

首先，我们要确保我们监督整个过程；7,000亿美元，是很大的一笔钱。//

其次，我们必须确保纳税人的风险投资在市场好转时能够回本，并带来收益。//

第三，我们必须确保这笔钱不被用来垫付在首席执行官的银行账户中或用来支付高额离职补贴。//

第四，我们必须确保能够对自有住房者提供帮助，因为问题的根源与全国性的丧失抵押品赎回权有关。//

现在，我们也必须认识到，这次的金融危机是乔治·布什所倡议的、议员麦凯恩所支持的八年失败的经济政策的最后定论。他们的理论从根本上来讲就是我们可以撕碎规章制度，无视消费者的保护，无限度的承诺给予回报，然后好像财富就会不知不觉地由富人向贫者转移。//这是行不通的。我想，基本经济原则正确与否必须用中产阶级是否受到了公平的待遇来衡量。// 这就是我参选总统的原因，也是今晚我希望我们要讨论的话题。

//

主持人：麦凯恩议员，两分钟。//

麦凯恩：谢谢吉姆以及所有出席此次辩论的人。我也感谢密西西比大学今晚为我们筹办的一切。// 吉姆，我对于近来发生的很多事情感觉不太好。很多面临着挑战的美国人亦是如此。但今天晚上我感觉好了一点，接下来我要告诉你这是为什么。// 因为在今晚的这场辩论里，我们可以看到，在相隔相当长一段时间后，民主党和共和党首次坐在一起，努力去找寻解决我们正面临的金融危机的办法。

这场危机的规模是毋庸置疑的。// 而我们要谈论的不是华尔街制度的失败，我们要谈论的是关于缅因街的失败。如果我们不解决这场最大的财政危机，人们将失去工作、失去贷款、失去家园。但重要的是，我们终于看到了共和党人和民主党人坐下来商谈，并拿出一揽子救市方案。// 该方案（得）是透明的。它必须具有问责制和监督机制。它必须有选择地为面临困境的公司提供贷款，而不是由政府接管这些贷款。// 它必须具备一套与之相匹配的其他必要措施。// 我今晚想向所有美国人强调的一点是，一揽子救市方案并不意味着这一危机即将结束。即使我们拿出一个能让金融机构稳定下来的方案，这也只是一个开端。我们还有很多工作要做，我们要创造就业机会。当然，摆脱我们对外国石油的依赖也是其中的一项工作。//

主持人：好了，让我们回到我的问题上来。你们是怎么看待这个救市方案的？你们彼此讨论一下。我们可以等5分钟。我们现在就可以对此进行讨论。我的意思是，议员奥巴马，你支持这个方案吗？还有，议员麦凯恩，你赞同这个方案吗？

奥巴马：我想一系列有建设性的工作已在进行当中。因此，我要对所有观看此次辩论的观众们说，我对我们能够达成一致制订出一个方案持乐观态度。// 我认为，我们必须首先反思：我们为什么会陷入如此困境？// 两年前，我曾警告说，由于次贷混乱，由于疏于监管，我们有可能会遇到问题，并曾尝试阻止当时那些泛滥按揭的行为。// 去年，我又写信给财政部长，提醒他要认识到这个问题的严重性，并请他召集所有利益相关者来设法应对这一问题。//

因此，我想，我们要反思的是，我们必须尽快解决问题。我们必须采取政府干预，这是毫无疑问的。但是我们也一定要审视，为什么会有那么多的规章制度被打破？我们没有建立一个21世纪的调节机制来应对这些问题。而这部分是源于一种经济理念，那就是认为调控总是不好的。//

Passage 2

Ladies and Gentlemen, Friends, //

It gives me great pleasure to attend the Investment, Trade and Tourism Ministerial Conference of the China-Pacific Island Countries Economic Development and Cooperation Forum. On behalf of the Ministry of Commerce of China, I'd like to extend my congratulations on the opening of the Ministerial Conference and my warm welcome to all friends from the island countries. We are profusely thankful to your governments and people for offering sympathy and assistance in the wake of the Wenchuan earthquake.//

In recent years, the friendly relations between China and Pacific Island Countries (PICs) have flourished with increased exchanges of high-level visits and widened areas of cooperation. Tonga, Vanuatu, and Micronesia have successively opened their embassies in Beijing, creating an enabling environment for furthering China-PICs ties. // Bilateral trade volume exceeded 1.5 billion USD in 2007. In the first half of this year, our bilateral trade stood above 900 million USD, up by 8% year on year. The total volume for this year is expected to reach or even exceed the mark of 2 billion USD. // Since 2006, Chinese enterprises have made more than 300 million USD worth of direct investments in the island countries and launched a number of major projects including Papua New Guinea (PNG) Nickel and Cobalt Mine Project and the aquatic food processing plant on Marshall Islands. Based on the principles set in the Guiding Framework on China-Pacific Island Countries Economic Development and Cooperation, the bilateral cooperation on human resources development, investment, tourism, agriculture, education, transportation, infrastructure and financial aid has been deepening steadily thanks to our concerted efforts. // Meanwhile, China has signed MOUs on implementing schemes for Chinese group travel to PICs with PNG, Fiji, Vanuatu, Tonga and Micronesia, and initiated group travel to countries such as Fiji, Vanuatu and Tonga. //

Ladies and gentlemen! The world today is undergoing sweeping changes and adjustments. In an increasingly globalized world, countries have grown increasingly interdependent. The pursuit of peace, development and cooperation has become the irreversible tide of the times. // However, with the escalation of destabilizing factors in the world economy—continued turbulences in the financial market, soaring energy prices, intensifying food security concerns and mounting inflationary pressure—the cause of building a harmonious world is being tested on many fronts. // Against this backdrop, it has become a major topic facing developing countries including China and PICs to draw on advantages and avert hazards and achieve

sustainable development. //

To meet the need for enhanced cooperation and common development under new circumstances, the first Ministerial Conference of the China-Pacific Island Countries Economic Development and Cooperation Forum was successfully concluded in Nandi, Fiji in April, 2006. On that occasion, Premier Wen Jiabao announced, on behalf of the Chinese government, six major measures in support of the economic development of PICs, which were warmly received. // With the support and cooperation from these countries, China has translated its commitments into concrete actions and garnered encouraging results over the past two years. //

In April 2009, we will celebrate the 3rd anniversary of the China-Pacific Island Countries Economic Development and Cooperation Forum Ministerial Conference in Fiji. China is confident that in the coming eight months, following the principles of “reciprocity, mutual benefits and common development” and through close collaboration with the PIC governments, the six measures will materialize one by one and deliver tangible benefits for the people of PICs. //

To enhance the level of China-PICs trade and economic cooperation, the two sides could make efforts primarily in the following areas: //

First, increasing bilateral trade toward the ambitious target of doubling its volume to 3 billion USD by 2010 compared with the base year of 2007. // China will adopt a host of measures to encourage the imports of advantageous goods from PICs and gradually broaden the scope of duty exemption on imports from least developed island countries. //

Second, encouraging investment collaboration. China remains committed to encouraging competent and reputable Chinese enterprises to invest and conduct business in PICs, actively seek government loans and business financing in joint projects with PICs in infrastructure, telecommunications, agriculture, forestry and fishery. //

Third, promoting bilateral cooperation in tourism development. China actively encourages its tour operators to organize group travel to PICs. It will continue to invite PICs tourism officials for the annual China International Travel Fair to facilitate the exchanges between tourism administrations. //

Fourth, prioritizing energy for bilateral cooperation. China has built a number of clean energy projects, like small-hydro, solar and wind-power, for the island countries. Building on existing cooperation, China will continue to share its cutting-edge technology for energy saving and the utilization of renewable and alternative energy sources, in a bid to help PICs respond better to energy security issues. //

Fifth, conducting technology exchanges and practical cooperation in quality breeds culturing, agro-science, pest control and disease prevention and food reserves, to increase agricultural productivity for PICs. // China will continue to send both bilaterally and within the framework of South-South Cooperation agricultural specialists to PICs to transfer paddy- and vegetable-planting technology and organize agro-technology training courses to build capacity for PICs agricultural professionals. //

Ladies and gentlemen! The Chinese government attaches great importance to developing friendly and cooperative relations with PICs. This is not a policy by convenience, but rather a long-term and strategic decision. //

Politically, we believe every country, regardless of its size, strength and wealth, is an

equal member of the international community. We respect the individual choice of PICs for their way of development and their efforts in safeguarding sovereignty and regional stability.

//

Economically, China is committed to implementing the Millennium Development Goals and building independent development capacities for PICs. It supports the PICs-led Pacific Plan for advancing regional cooperation. // As a member of the developing country community, we will continue to render assistance to PICs within our capacity and without any strings attached. //

In international affairs, China, being a permanent member of the UN Security Council, will continue to defend the rights and interests of the vast number of developing countries, including PICs, support their legitimate claims on sustainable development, help PICs respond better to climate change, energy and food security, marine resources preservation and other challenges by sharing capital, technology and experience. //

History has testified and will continue to testify to the sincere, credible and reliable friendship and partnership between China and PICs. //

Ladies and gentlemen! China and PICs share strong economic complementarity, huge potential for cooperation and broad prospects for development. // As long as the two sides make a joint effort, China-PICs cooperation is sure to reach a new high, which is not only conducive to regional stability and prosperity, but also a major contribution to world peace and development. //

To conclude, I wish this Ministerial Conference a complete success. //

Wish you all a pleasant stay in China. //

Passage 3

Ladies and Gentlemen, //

This wonderful event is jointly organized by National Committee on US-China Relations, US-China Business Council, US Council on Foreign Relations, Asia Society, American Chamber of Commerce, the Chinese Chamber of Commerce—US, Committee of 100, US-China Policy Foundation, US Forum on China, Asian Roundtable Meeting, as well as China Institute in America. First of all, I would like to begin by thanking you all for hosting this event, which brings together friends, both old and new, for a delightful gathering. //

I cherish the fond memory of the gracious dinner you held for me in Washington during my official visit to the United States back in 2003. On that occasion, I made a speech entitled “Working Together to Write a New Chapter in China-US Relations”, in which I drew three conclusions. First, China and the United States both gain from peaceful coexistence, and lose from conflicts. Second, the two countries have the foundation for cooperation and common interests. Third, China-US cooperation is conducive to stability in the Asia-Pacific region as well as peace and development in the world. //

Five years have passed since then and I am happy to see that these three conclusions have stood the test of time. China-US relations have made significant progress. //

First, our high-level contacts are more frequent than ever before. There are now over 60 dialogs and consultation mechanisms between our two countries. The Strategic Economic Dialog and the Strategic Dialog have, in particular, played an important part in increasing

strategic mutual trust between the two sides. //

Second, our bilateral trade grew from 126 billion in 2003 to 302 billion US dollars last year, an increase of nearly one and a half times within five years. China and the United States are now each other's second largest trading partners. // Dialog and cooperation have extended to a number of new areas, such as energy resources, climate change, product quality and food safety. The US-China Ten Year Energy and Environment Cooperation Framework signed not long ago stands out as a good example of such cooperation. //

Third, China and the United States have maintained communication and coordination on global security issues such as counterterrorism and non-proliferation and on regional and international hotspot issues such as the Korean Peninsula nuclear issue. Our joint efforts have contributed to world peace and stability. //

Ladies and gentlemen. // As a Chinese saying goes, "amity between people holds the key to sound relations between states." The ever-deepening friendship between our two peoples is an integral part of our growing relations. Scenes of China-US friendship also touched us deeply during the Beijing Olympic Games last month. // Here are a few examples. President Bush and three generations of the Bush family travelled to Beijing and joined Chinese spectators in cheering for Chinese and US teams. The US women's volleyball team and gymnastics team that competed with the Chinese teams both had Chinese coaches, while Chinese players who play in NBA were very popular. The US synchronized swimming team unfurled a banner with the words "Thank you, China" on it by the pool side and received thunderous applause from the Chinese spectators. These examples show once again that there exists a deep affinity and a strong bond of friendship between our two peoples. // I wish to take this opportunity to express my sincere appreciation to the American people from all walks of life for your abiding commitment to China-US friendship and extend heartfelt gratitude to the US government and people for your strong support to our earthquake rescue and relief work and our efforts in hosting the Olympic Games. //

Ladies and gentlemen. // With the US presidential election less than two months away, many people have asked me how I would see China-US relations after the election. I told them that China hopes to maintain and develop the constructive and cooperative relations with the United States whoever becomes its next president. // And we are confident that China-US relations will continue to move forward, as the trend of history will not turn back. I say this because: //

First, China and the United States have never enjoyed so extensive common interests as they do today. We have worked together to uphold world peace and stability and tackled growing global economic and financial challenges. Our cooperation has gone beyond the bilateral context in terms of both its substance and significance and such cooperation is having a growing impact on the world. Steady growth of China-US relations serves the fundamental interests of our two peoples and meets the trend of the times. //

Second, due to differences in social system, development level, history and culture, China and the United States may not see eye to eye on certain issues. This is nothing terrible. As long as we engage in dialog and consultation on the basis of equality and mutual respect, we will be able to gradually dispel misgivings and enhance mutual trust. //

Third, both the Chinese people and the American people are open, innovative, and eager to learn. In just over 200 years, the United States has developed itself into the strongest

country in the world with brilliant achievements in the economic, scientific and technological fields. // The Chinese civilization, stretching back five thousand years, is showing greater vitality in the new era. What is behind the splendid achievements we both scored though our histories are different? I think it is openness, inclusiveness and the spirit of drawing upon the strengths of others. Two countries that appreciate each other and learn from each other can live together in amity and achieve common progress. //

Fourth, China's development will not harm anyone, nor will it be a threat to anyone. China has taken an active part in the building of the international system and will not do anything to undermine it. // China is a big responsible country. The Chinese economy now contributes more than 10% to the world economic growth. China has taken an active part in the settlement of major international and regional issues such as the Korean Peninsula nuclear issue and the Iranian nuclear issue. China is ready to work together with the rest of the international community to jointly meet global challenges of financial volatility, energy and food shortage, and climate change. //

China and the United States are not rivals. We are partners in cooperation, and we can well be friends. During his stay in Beijing for the Olympic Games, President Bush said to me that US-China relationship was not one in which "I win you lose" or "you win I lose". Gains for China do not mean losses for the United States, and gains for the United States do not mean losses for China. // The United States can benefit from China's prosperity and development and our two countries can prosper together. I am pleased to see that both the Republican Party and the Democratic Party attach importance to China-US relations. I believe this shows the strategic vision and political wisdom of President Bush and the two political parties. It also represents the wish of the entire American people. //

I want to stress that the Chinese government always attaches importance to China-US relations. We sincerely hope that through friendly cooperation, our two countries will blaze a bright path of harmonious coexistence and common development between big countries with different cultural backgrounds. //

Ladies and gentlemen. We will soon celebrate the 30th anniversary of China's reform and opening-up and the 30th anniversary of the establishment of diplomatic ties between China and the United States. Over the past 30 years, profound changes have taken place in China and tremendous progress has been made in China-US relations. // We should not see this as a sheer coincidence but a historical necessity. President Franklin D. Roosevelt once said that, "The times call for bold belief that the world can be changed by man's endeavor, and that this endeavor can lead to something new and better." // Today, we have every reason to expect and believe that the largest developing country and the strongest developed country on earth will show enough courage and wisdom to overcome any difficulty and obstacle and, building on past achievements, work together for an even more splendid future. //

Thank you! //

第十一单元

III. Passages for Interpreting

Passage 1

Dear Friends,

Welcome to the annual meeting of the sales representatives of Close Weave Textiles. // As president of this company, I would like to say a few words to open this weekend meeting concerning your role in the company, and also some thoughts about being a salesman. Our agenda for the weekend is designed by our best research team to fully acquaint you with our new line of products and new manufacturing techniques, plus provides some helpful suggestions and proven strategies for better selling from some veteran salesmen. //

The sales department represents one of the most vital links of our company with other businesses and buyers. Our record sales for the last two years are a direct result of your hard work and dedication, and I know that this trend will continue for many years to come. Your record is even more remarkable, given some of the disturbances in the local scene from time to time and the often confusing international trade picture. //

In preparing my remarks for tonight, I began to reflect on one of the finest people I've ever known and one of the most successful salesmen ever to work here. Only the ones of us who have been around for a long time would remember Mr. Johnson Smith. // I think this man's remarkable success can be attributed to some important ideas. First, Mr. Smith's perseverance was amazing. He would work all the angles, he would strive to understand the buyers' needs in great detail and offer them exactly what they were seeking for. His personal attention and consideration paid on them showed that his concern was for their welfare and satisfaction, not just making a sale. //

His knowledge of his product lines and its manufacturing processes was unsurpassed by anyone else in the business. // He had a quick, sharp mind, but mostly he intensely studied his markets. He would read all he could get about the particular field he was working in at the moment. // Over the years, this pursuit of knowledge led to an understanding of all levels of the manufacturing processes in many diverse industries. // More than this, though, he possessed an understanding of the human spirit. He knew about all the current events and would speak with authority on the important issues in the news, not as one armed with a lot of facts, but as one who was in love with life. //

I think the most important parts of being a successful salesman are meeting your customers' needs first, having a complete knowledge of the business you are working in, and treating your customers as friends first and business associates second. //

As you think of your own business dealings, perhaps these suggestions could prove fruitful if you incorporate them into your program. I wish you all the success and hope that we can repeat our record-setting sales for another year. //

Passage 2

I:	最近总是听到人们谈论市场、供应链的全球化等问题，为什么全球采购一下子变得如此广泛？ //
C:	我认为确实有几个因素。我的意思是，随着公司的国际化扩张，他们的眼光越来越投向全球。此外，竞争极为激烈的国内市场也迫使公司走出国门在海外寻找新的竞争优势。// 当然，我认为信息技术和电信产业方面的快速进步也大大推动了全球化的进程，真正起到了催化剂的作用。//
I:	主要的诱惑是什么，为什么企业如此热衷于海外采购？ //

C:	这取决于企业自身关心的条件, 比如较好的海外市场准入、低税收、低劳动力成本、发货迅速, 或者是这些条件的综合。//
I:	能否很公正地说, 真正吸引他们的是利润上的回报? //
C:	在大部分情况下是的, 否则的话, 我想很少有公司会对这感兴趣。但是, 你知道这里边也有风险。//
I:	有那些风险? //
C:	公司在这方面最常见的错误是他们只看到节省成本, 却不愿去想这一举措对产品质量和发货等关键问题的影响。// 比如说, 一家服装公司只看到低成本而只从亚洲的供应商进货, 但是随着那里的劳动力成本的增加, 它不得不另找一家低成本的供应商。// 当然, 如此一来, 产品的质量就难以保证, 而质量对一家服装公司来说是至关重要的。同时还有其他的风险。//
I:	例如? //
C:	例如, 由于利用供应商所在国的糟糕的工作条件而在公共形象上造成对公司的负面影响。当然, 总还是有汇率方面的风险。//
I:	那么应如何权衡利弊去选供应商呢? //
C:	关键的问题是应该明确自己看中了供应商的哪个方面, 而且充分了解自己的选择标准。// 企业应该认真地界定这些标准, 保证它们的可测性和主次分明。如果只是因为碰巧看中了供应商在诸如成本或灵活性方面的优点而忽略其余条件, 就选定了它, 那将是很危险的。//
I:	选定了目标伙伴之后呢? //
C:	然后双方应该在合作的亲密程度方面进行谈判。// 如果是长期伙伴关系, 那么就该认真探讨双方在信息和资源方面的共享程度, 以期实现合作的价值最大化。预期的合作伙伴应坐下来好好谈谈最好以什么样的方式进行合作。//
I:	最常见的合作方式是什么? //
C:	这同样取决于企业各自的具体情况。合作方式有多种多样, 比如, 买断产权、战略同盟以及购买市场? //
I:	购买市场? 那是什么? //
C:	购买市场指的是由企业公开招标然后由合格的卖家竞投, 选定后再签约。// 通用电气公司目前有10亿美元的业务就是通过互联网以这种方式进行的。这是短期的交易, 企业根本不用同供应商直接打交道, 招标的过程也缩短了一半。对于像通用电器这样的公司来说, 最重要的是订单处理的成本从原来的有纸化运作时的50美元锐减到现在网上运营时的5美元。//
I:	刚才您提到战略同盟, 能否解释一下? //
C:	例如, 像波音公司这样的飞机制造商, 由于机身和飞机发动机之间的复杂关系, 他们同发动机制造商之间的战略同盟关系就显得十分符合逻辑。// 这种复杂关系意味着两家公司应共同开发产品。这种长期的合作还可以减少双方在财务方面的风险。//
I:	在什么情况下买断产权比较合适呢? //
C:	如果企业在一些关键产品供应的获取上容易受制于人的话, 它们就会采取收购的手段。// 比如说对化工巨头杜邦公司而言, 由于原油是该公司许多产品的基本原料, 在以前他们总是受到石油价格波动的牵制。为了减少原材料的不确定性, 杜邦公司干脆收购了它的主要供应商康诺克公司。//
I:	这样就降低了成本。//
C:	也许吧。买断产权肯定会在财务方面加强了对上游供应链的控制, 不过在考虑收购

	成本时, 别指望在短期内有收益。//
I:	那么, 全球采购有意义吗? //
C:	进行全球采购有许多好处, 但是决策者应该首先全面考虑一下主要的操作因素。//

Passage 3

I = Interviewer S = Schultz

I: Before this interview, I have read a lot of stories about you and Starbucks. We want to know that how much you knew about coffee before 1981? //

S: 在那个时候, 我并不是非常了解咖啡。当我第一次走进西雅图星巴克的店里时, 对我来说是一种全新的体验, 当我第一次喝到星巴克咖啡的那一刻, 我被一种我从未体验过的香醇美味深深吸引, 并且非常希望能够了解更多咖啡的知识。这就使得我有机缘认识星巴克的最初创始人, 并最终于1982年开始为之工作。

I: Did they accept you? //

S: 他们拒绝了我。拒绝我的原因是, 当时他们并不需要一个能够让星巴克进入另一阶段的人。当然之后我非常幸运, 星巴克的管理层改变了他们的决定, 并且欢迎我加入星巴克。于是在1982年9月我从纽约搬到了西雅图, 正式开始了在星巴克的工作。
//

I: Why did you decide to leave after only staying in Starbucks for two years?//

S: 在我加入公司一年后, 星巴克派我去意大利出差。当我在意大利的时候, 我对当地的咖啡店非常非常地好奇, 并被深深吸引。光米兰一个城市, 就有1,500家咖啡店。在这些咖啡店里, 我看到的不仅仅是好咖啡, 更是一种社区的交流以及人们之间的互动。当时星巴克只是销售以磅计数的咖啡豆给普通家庭, 从来没有出售过任何咖啡饮品。// 这是一种为家庭所创建的营运方式, 因此我急忙从意大利赶回来, 带着对咖啡饮品的热情和兴奋之情, 坐下来告诉星巴克的创始人, 我已经看到了我们的未来: 那就是意大利的咖啡店加上营造一种社区的氛围。// 当时我充满着热情。可是使我非常失望的是创始人对这个主意并不感兴趣, 再一次拒绝了我。我们在策略上有一种不同的意见。// 他是老板, 我是雇员。决定是由他来做, 我只能够遵命。反复地思考了近两年之久, 我认为我绝对不能放弃在意大利咖啡店看到如此好的一个机会, 那也让我看到了为美国创造一个完全不同商业模式的契机。你也可以说在这两年当中, 我为不能够实现这一梦想而感到非常地失望和烦躁。我是为自己的无能为力而感到失望。我当时非常不开心, 只能朝着镜子对自己说: “现在就看你的了, 完全由你来决定该怎么做。” 那也就是为什么我当时决定要离开的原因。//

I: You mean to realize your own dream through starting your own store, but starting a business is not so easy. Money is the most important thing.

S: 首先, 当时我一分钱都没有,

I: It's incredible that a person without money dare to start a business!

S: 是的, 但我知道, 我们这样开始运作, 完全是为了某一天能够成为像美国人所说的实现融资。因此我就去找私人的投资者, 希望他们和我一起看到未来, 并为我们的企业投资。我是一个非常差的推销员, 第一年当我想融资的时候, 我同242个独立投资者交流, 其中98%的人拒绝了我。我现在仍然会碰到这些投资者而且还提醒他们这件事。//

I: Why did they turn you down?//

S: 我想为这个公司融资的时候, 美国的咖啡销量正在日趋减少。当时一杯咖啡, 我们要卖两到四美元。我们是用纸杯来装咖啡的, 另外所有的咖啡饮料都是用意大利文命名的, 没有一个美国人可以读出正确的发音。如果是你会去投资吗? // 当你希望从一个具有丰富经验的投资者那里得到投资的时候, 你必须为他们展现一个非常美好的前景以及公司的远景, 以及以后希望完成的使命是什么。当然同时你也必须要创造一个经济上的回报。我来告诉你我的第一个商业计划是在五年内计划开100家店, 但是事与愿违, 我不得不重新做了当年的商业计划, 将100改成了75。即使这样, 人们当时也完全不相信我能够在五年内开75家店。这是一件不可能的事。而如今我们已经开了11,000家。// 当我第一次走进星巴克店的时候, 我心里非常地激动, 当时的这种感性的经历让我深深地感受到了, 一个如此具有价值和个性的公司, 就像一块没有被抛光过的钻石一样。如果定位准确, 必定可以成为一个非常有价值的企业。这就给了我一个想法, 或者是给了我一种信心。// 同时我也认为, 就星巴克这个名字来说便是一个奇迹。在星巴克工作的所有伙伴们是对咖啡和顾客有如此多的热情。我相信只要找准了一个机会, 去发展它的事业, 有序地扩大规模, 我真的不开玩笑, 我们可以创造历史。//

I: I believe that there were lots of challenges awaiting you.//

S: 何时将公司发展得如此之快, 自然是一个风险。我们每一年都会回顾, 这一年来占有多少个市场, 开了多少家店。我们成功的基础源于企业价值和企业文化, 我们的风险其实是在如何将公司扩大的同时仍然让它保持小规模运营模式, 如何保持星巴克每家店的本土元素及文化, 如何拉近与顾客之间的感情, 如何维持与星巴克所有伙伴之间的信任。因此我们无论到哪一个市场都要确定的最基本且首要的事情是, 在星巴克公司的文化价值的准绳上建立每一个市场。//

我坚信即使每个人都有不同之处但最终还是向往一种归属感。这种感觉可以让他们下班回到家里可以和亲朋好友分享能成为此中一员的骄傲。我们不仅为我们的顾客, 还为我们所有的伙伴创造了一个实现自我的环境。// 当你在管理公司和管理人的时候, 无论你是首席执行官, 还是最低层的员工, 最重要的是尊重每一个人, 不应该傲慢无礼。我要向那些经理或者未来的企业家和商人建议, 不需要向你的雇员展示你懂多少, 而是要让他们知道, 你对他们的关心有多少。如果你可以非常真诚地做到这一点的话, 这将会传达给所有不同文化背景的人, 因为你希望以感情为纽带来拉近每一个人。// 我现在很明白一件事: 即使我们有不同的文化背景, 最终, 感情纽带是我们的共同语言。即使我是公司的首席执行官, 我也要确保公司听到了他们的所需, 认可了他们的价值, 以及给予了他们支持。//

我们所创造的公司是一家既具有和谐环境, 又让我们的顾客在享受咖啡的同时体验在星巴克与家人、朋友在交谈的氛围中分享咖啡的机会。// 我们将其称之为在家和公司之外的“第三空间”。这就是我们所创造的, 也是星巴克的普遍魅力所在。由于这是全世界所有顾客所需要的, 因此我们所开的店将不断地重复这一价值和理念。// 除此之外, 星巴克也是一家零售店, 我们也不断地创新。对我来说星巴克的基本架构加上创新的理念, 才是我们的真正的独特之处。//

第十一单元

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I:	最近总是听到人们谈论市场、供应链的全球化等问题，为什么全球采购一下子变得如此普遍？ //
C:	我认为确实有几个因素。我的意思是，随着公司的国际化扩张，他们的眼光越来越投向全球。此外，竞争极为激烈的国内市场也迫使公司走出国门在海外寻找新的竞争优势。// 当然，我认为信息技术和电信产业方面的快速进步也大大推动了全球化的进程，真正起到了催化剂的作用。//
I:	主要的诱惑是什么，为什么企业如此热衷于海外采购？ //

C:	这取决于企业自身的情况，比如他们想要较好的海外市场准入、低税收、低劳动力成本、发货迅速，或者是以上条件的任意组合。//
I:	这样说是否恰当，即真正吸引他们的是利润上的回报？//
C:	在大部分情况下是的。否则的话，我想很少有公司会对这感兴趣。不管怎样，你知道这里边也有风险。//
I:	有哪些风险？//
C:	公司在这方面最常见的错误是他们只看到节省成本，却不愿去想这一举措对产品质量和发货等关键标准的影响。// 比如说，一家服装公司只看到低成本而只从亚洲的供应商进货，但是随着那里的劳动力成本增加，它不得不转移地点另找低成本的供应商。// 当然，如此一来，产品的质量就难以保证，而质量对一家服装公司来说是至关重要的。还有其他的风险。//
I:	例如？//
C:	例如，供应商所在国糟糕的工作条件导致的公司负面形象。当然，汇率方面的风险总是存在的。//
I:	那么应如何权衡利弊去选供应商呢？//
C:	关键的问题是应该明确自己看中了供应商的哪个方面，而且充分了解自己的关键选择标准。// 企业应该认真地界定这些标准，保证它们的可测性和主次分明。如果只是因为碰巧看中了供应商在诸如成本或灵活性方面的优点而忽略其余条件，就选定了它，那是很危险的。//
I:	选定了未来伙伴之后呢？//
C:	然后双方应该在合作的紧密程度方面进行谈判。// 如果是长期伙伴关系，那么就该认真探讨双方在信息和资源方面的共享程度，以期实现合作的价值最大化。预期的合作伙伴应坐下来好好谈谈最好以什么样的方式进行合作。//
I:	最常见的合作方式是什么？//
C:	这同样取决于企业各自的具体情况。合作方式有多种多样，比如，完全所有权、战略联盟以及收购供货商。//
I:	收购供货商？那是什么？//
C:	收购供货商指的是由企业公开招标，然后由合格的供货商竞标。// 通用电气公司目前有10亿美元的业务就是通过互联网以这种方式进行的。这是短期的交易，企业几乎不用同供应商直接打交道，招标的过程也缩短了一半。对于像通用电器这样的公司来说，最重要的是订单处理的成本从原来的有纸化运作时的50美元锐减到现在网上运营时的5美元。//
I:	刚才您提到战略联盟，能否解释一下？//
C:	例如，像波音公司这样的飞机制造商，由于机身和飞机发动机之间的复杂关系，他们同发动机制造商之间的战略联盟关系就显得十分符合逻辑。// 这种复杂关系意味着两家公司要共同开发产品。这种长期的合作还可以减少双方在财务方面的风险。//
I:	那么在什么情况下获得供货商的完全所有权比较合适呢？//
C:	如果企业在一些关键产品供应的获取上容易受波动影响的话，它们就会采取获得供货商完全所有权的手段。// 以化工巨头杜邦公司为例，由于原油是该公司许多产品的基本原料，石油供应造成的价格波动对其有非常大的影响。为了减少原材料供应的这种不确定性，杜邦公司干脆收购了它的主要石油供应商康诺克公司。//
I:	这样就降低了成本。//
C:	也许吧。获得完全所有权肯定会在财务方面加强了对上游供应链的控制，不过考虑

	收购成本的话，别指望在短期内有收益。//
I:	那么，总的来说，全球采购有意义吗？//
C:	全球采购有许多好处，但是决策者应该首先全面考虑主要的操作因素。//

Passage 3

I = Interviewer S = Schultz

I: Before this interview, I have read a lot of stories about you and Starbucks. We want to know that how much you knew about coffee before 1981? //

S: 在那个时候，我并不是非常了解咖啡。当我第一次走进西雅图星巴克的店里时，对我来说是一种全新的体验。我第一次喝到星巴克咖啡的那一刻，我被一种从未体验过的香醇美味深深吸引。我非常希望能够了解更多咖啡的知识。这使我有缘认识星巴克的最初创始人，并最终于1982年开始为之工作。

I: Did they accept you? //

S: 他们拒绝了我。拒绝我的原因是，当时他们并不需要一个能够让星巴克进入另一阶段的人。不过我非常幸运，后来星巴克的管理层改变了他们的决定，并且欢迎我加入星巴克。于是在1982年9月我从纽约搬到了西雅图，正式开始了在星巴克的工作。
//

I: Why did you decide to leave after only staying in Starbucks for two years? //

S: 在我加入公司一年后，星巴克派我去意大利出差。当我在意大利的时候，我对当地的咖啡店非常非常地好奇，并被深深吸引。比如光米兰一个城市，就有1,500家咖啡店。在这些咖啡店里，我看到的不仅仅是好咖啡，更是一种社区的交流以及人们之间的互动。而当时的星巴克只是销售以磅计数的咖啡豆给家庭享用，从来没有出售过一杯一杯的咖啡饮品。// 这是一种不同的，只为家庭服务的商业模式。因此我急忙从意大利赶回来，带着对咖啡吧的热情和兴奋之情，坐下来告诉星巴克的创始人：我已经看到了我们的未来，那就是意大利的咖啡店加上营造一种社区的氛围。// 与我的热情和兴奋相反，创始人对这个主意很失望而且不感兴趣。他们再一次拒绝了我。我们在策略上有不同的意见。// 他是老板，我是雇员。决定是由他来作，我只能够遵命。但反复地思考了近两年之后，我认为我绝对不能放弃在意大利咖啡店看到的如此好的一个机会，我认为那是一个在美国创造一个完全不同的商业模式的契机。我想你们也可以猜到在这两年当中，我为不能够实现这一梦想而非常地失望和烦躁，我为自己的无能为力而感到失望。我发现自己非常地不开心，于是朝着镜子对自己说：“这由你决定。你对你想做的事负责。”那就是我当时决定要离开的原因。//

I: You mean to realize your own dream through starting your own store, but starting a business is not easy. Money is the most important thing.

S: 首先，当时我一分钱都没有，

I: It's incredible that a person without money dare to start a business!

S: 是的，但我知道，创业的一个办法是融资，在美国叫做风险资本。因此我就想去找私人的投资者，希望他们和我一起看到未来，并为我们的企业投资。但我是一个非常差的推销员，第一年我试着融资的时候，我同242个个人投资者交流过，其中98%

的人拒绝了我。我现在仍然会碰到这些投资者而且还提醒他们这件事。//

I: Why did they turn you down?//

S: 我想为这个公司融资的时候，美国的咖啡消耗量很少。当时一杯咖啡，我们要卖两到四美元。我们要用纸杯来装咖啡，要用意大利文给所有的咖啡命名，没有一个美国人可以读出正确的发音。如果是你，你会投资吗？//

当你希望从一个具有丰富经验的投资者那里得到投资的时候，你必须为他们展现一个非常美好的前景以及公司的远景，以及以后希望达到的目标是什么。当然同时你也必须要有经济上的回报。我告诉你，我的第一个商业计划是在五年内开100家店，但是因事情开展得很不顺利，我不得不重新做企划，将100改成了75。即使这样，人们当时也完全不相信我能够在五年内开75家店。这是一件不可能的事。而如今我们已经开了11,000家。//

我先前提到过当我第一次走进星巴克店的时候，我心里非常地激动，我深深地感受到这是一块未经雕琢的璞玉。它有很多优点和特色，如果定位准确的话必定会有卓越发展。那给了我这个想法，可能也给了我一种信心。// 同时我也认为，星巴克这个名字本身就是一个奇迹。在星巴克工作的所有伙伴们对咖啡和顾客也有如此多的热情。我相信如果有机会发展它的事业、扩大规模，我不是开玩笑，我真的认为我们可以创造历史。//

I: I believe that there would be lots of challenges awaiting you. //

S: 我想只要你将公司发展得如此快速都会有风险。当我们回顾过去这些年，开了多少家新店，开拓了多少个新市场，我们成功的基础源于企业价值和企业文化，我们一直面临的风险其实是在如何将公司扩大的同时仍然让它保持小规模运营模式，如何保持星巴克每家店的本土元素及文化，如何拉近与顾客之间的感情，如何维持与星巴克所有伙伴之间的信任。因此我们开拓每一个市场都要首先确保这是基于创建星巴克公司的文化价值的根本基础之上的。//

我坚信即使每个人都有不同之处但最终还是向往一种归属感。这种归属可以让他们下班回到家里和亲朋好友分享能成为此中一员的骄傲。我们不仅为我们的顾客，还为我们所有的伙伴创造一个实现自我的环境。// 当你在管理公司和管理人员的时候，无论你是首席执行官，还是最低层的员工，最重要的是尊重每一个人，而不能傲慢无礼。最后我要向那些经理或者未来的企业家和商人建议，你不需要向你的雇员展示你懂多少，而是要让他们知道，你对他们的关心有多少。如果你可以非常真诚地做到这一点的话，这将会传达给所有不同文化背景的人，因为你希望以感情为纽带来拉近每一个人。// 我现在很明白一件事：即使我们有不同的文化背景，但感情纽带是我们的共同语言。即使我是公司的首席执行官，我的主要工作是确保公司听到了员工的意见，认可了他们的价值，并且给予了他们支持。// 我们所创造的公司是提供一个极好的环境，让我们的顾客既能享受咖啡的美妙，同时也能体验在星巴克的社区氛围中与家人、朋友分享咖啡的机会。// 我们将其称之为在家和公司之外的“第三生活空间”。这就是我们所创造的，也是星巴克的普遍魅力所在。由于这是全世界所有顾客所需要的，因此我们所开的店将不断地重复这一价值和理念。

// 除此之外，星巴克也是一家零售店，我们也不断地创新。对我来说，星巴克现在具有的基本架构加上我们门店的创新，是我们以后的发展方向。//

第十二单元

III. Passages for Interpreting

Passage 1

Professor Chiu, Distinguished Guests, Ladies and Gentlemen, //

I am most honored to be invited to address this forum. First of all, I must thank the Hong Kong Baptist University and the Hong Kong Institute of Directors for organizing this important and meaningful event. I deeply appreciate their passion for promoting the building of happy companies that employ happy staff. //

Let me start by presenting to you a broad-brush picture of the current employment market, which provides the context for the management of our human resources. I will then highlight the importance of work-life balance and how we can translate this concept into effective measures to attract and retain talents. //

Our employment market has been as buoyant as ever. The upbeat employment market inevitably leads to intense competition for talents and a surge in staff turnover. // The surge in turnover and the vacancy rates have brought great challenges to employers and human resource professionals in staff recruitment and retention, and I believe that many of you have been actively reviewing remuneration packages and devising proactive strategies to attract and retain talents. A higher salary package or better fringe benefits will surely attract more job applicants. However, this may not be sufficient to retain talents. //

In fact, as society advances, our employees are not only concerned about their material well-being. They also aspire to attain a balanced life so that they can have sufficient time to take care of their various needs. To help employees achieve work-life balance has become an increasingly important staff retention strategy. //

Work-life balance is apparently an easy-to-understand concept. It can be defined as a state of well-being that allows people to manage effectively multiple responsibilities at work, at home and in their community. // People who achieve work-life balance feel happy and are more satisfied with their work and lives, because they can discharge effectively their responsibilities under different roles. On the other hand, people who lead an unbalanced life may suffer from burnout, and fail to competently handle their various life tasks. //

Hong Kong employees are renowned for their hard work and our traditional culture highly values diligence and resilience. Many people work very long hours to cope with their heavy workload and to meet the high expectation of their employers. However, working long hours may not necessarily bring about an increase in productivity. // Some studies have confirmed that working too long hours is hazardous to the physical and mental health of the employees. A research conducted by the University of Massachusetts found that workers with regular overtime were 61% more likely to become hurt or ill. And working more than 12 hours a day raised the risk by more than one-third. //

Moreover, there is considerable evidence that extended hours of work are linked to health problems such as high blood pressure, heart problems, gastrointestinal disorders as well as psychological problems. In short, the more hours they work, the greater the risk of injury and illness, and the lower the motivation and productivity of the employees. This is the law of

diminishing returns. //

On the other hand, if employers assist their employees to attain work-life balance, both parties will gain substantive benefits, creating a win-win situation. //

The government, as the largest employer in Hong Kong, has set up a similar service for its employees since 1999. It commissioned a third party agency to provide free counseling service to government employees. The scope of service includes telephone and face-to-face counseling service as well as referral to appropriate professional bodies. Feedback from employees is very positive. //

To help employees achieve work-life balance, another useful strategy is the five-day work week, which helps to boost staff morale and improve the quality of their family life while at the same time save the operating costs of the employers. // As you know, the government has taken the lead to implement this initiative in two phases since July 2006. I must say that since its implementation, there has been no loss of productivity, nor any additional expenditure incurred. // On the other hand, there has been an obvious improvement in staff morale and motivation. I have reason to believe that the fertility rate of female civil servants has also gone up! I am pleased to note that more and more employers in the private sector are following suit. //

The government is committed to helping the public understand the concept of work-life balance. The Labor Department promotes enlightened employment practices to employers and human resources managers as well as encourages the adoption of these practices in the workplace. In addition, the department attaches great importance to the occupational health of all employees, and strives to raise their safety and health awareness through multifarious publicity and promotional activities. // We are vigorously promoting exercise at work and management of work stress. On exercise, the department has published a set of video discs and booklet entitled *More Exercise, Smart Work* to introduce simple exercises that could be done readily in the office to relax different parts of the body. On work stress, the department has published a pamphlet named *Work and Stress* to introduce the common sources and effects of work stress as well as effective measures for its prevention. // All these publications and the video discs can be obtained free of charge from the department or downloaded from the department's homepage. Between 2003 and 2007, more than 90,000 copies of these publications were distributed. //

Given the joint efforts of the government and organizations concerned, I am fully confident that more and more employers will soon realize the importance of helping their staff achieve work-life balance. I must reiterate that the adoption of work-life balance brings about a win-win scenario for both employers and employees. It is an investment that guarantees handsome dividends. // As employees have a balanced life, they work happily and productively. Employers can recruit and retain the best employees. I would therefore like to make use of this occasion to request you, as employers, directors or human resources professionals, to join hands with us in promoting work-life balance with a view to creating a happy and vibrant workforce in Hong Kong. //

Thank you! //

Passage 2

女士们、先生们：//

今天下午，我想就美国的经济现状、劳动力竞争力和几个立法提案谈一下我的看法，人力资源管理学会的成员可能对此比较关注。首先让我简单地介绍一下美国的经济现状。

//

现在，美国经济健康而有活力，是世界上经济增长最快的工业国家之一，2006年国内生产总值增长达到了3.1%。最近，我们又看到了世界经济日益一体化及美国金融经济强劲反弹所带来的波及效应。//

我们一直保持着4.5%的低失业率，这比20世纪90年代的5.7%的失业率整整低了一个多百分点。你们可以与欧洲比较一下，特别是法国和德国，它们的失业率已经接近9%，长期的失业人数是美国的3倍。//

自从2003年8月以来美国经济已经创造了760万个就业机会，这比欧盟和日本加起来创造的就业机会都多。更重要的是，最近我们对非农业就业人数重新做了一次调查，调查表明美国在过去的两年内创造的就业机会比之前预计的要多一百万。//

美国工人是大型工业国家中最富有效率的工人之一。近几年生产力的迅速增长正在转化为更高的工资和更好的生活水平。// 工人每小时的实际收入在过去12个月中增加了2.2%，这对一个有两个工薪阶层的四口之家来说就相当于1,279美元的额外购买力。而且，在过去的12个月中，包括工资和福利在内的所有补偿也增加了3%。//

美国劳动力的另一个特点是它的灵活性和机动性，这点很重要，因为美国正在向知识型经济过渡。但美国目前的确面临技能缺口。三分之二的新工作需要更高的技能和教育。// 本质上，这些工作的工资比平均工资要高，但工人需要接受中学后教育来获得这些机会，这就是说拥有更高教育和技能的工人更加紧缺。因此，与那些低技能、低教育的工人相比，高技能工人的工资会增长得更快。//

例如，到2014年，美国将需要300多万医护人员和技术专家，包括医生、治疗师和120多万注册护士。// 在教育、培训和图书馆职业中也将会有350多万个就业机会。// 在地理空间技术、生物技术、纳米技术和先进制造业领域也会有大的增长。因此，教育、培训和再培训将成为未来收入的决定因素，这一点比以往任何一个时期都明显。//

现在美国拥有超过1.5亿的劳动力，每年大约有5,000万工人为了更好的发展机会而改变工作。每年联邦政府要在工人培训和就业服务上花费近150亿美元。其中劳工部负责近100亿，剩下的由教育部负责。私有部门花费的更多。//

总之，成就美好未来，确保美国竞争力的最好方法不是通过更大、更昂贵的政府计划，而是通过增强个人的能力。//

现在让我谈一下许多工人和雇主都关心的另一个劳动力问题。你们许多人都知道，劳工部在2006年12月发布了关于《家庭和医疗休假法案》的信息请求书。我们收到了15,000多份评论，其中许多来自人力资源管理协会及其成员。// 我们对你们提供的数据、深思熟虑后的评论及为此而花费的时间表示感谢。// 我们会认真权衡，听取你们对此次例行信息请求书反馈的意见。当一项规章制度酝酿了很长时间的时候，例如这项制度就超过了十几年，劳工部就需要经历这样一种例行程序。//

今天，我们给工人和雇主这个权力找出解决家庭与工作之间的平衡问题的方法，而不是采取一刀切的方法，这使我们国家收益匪浅。//

不管是通过改革来整体上改善工作场所的情况还是通过保护工人的权利，政府将继续推动其战略，强调授权于个人。通过共同努力，我们能继续确保美国经济依然强劲，依然有竞争力，依然是世界上充满机遇的灯塔。//

谢谢大家！//

Passage 3

女士们、先生们：//

我很高兴今天能在此谈论人力资源管理的现代化，特别是公共服务现代化的人员征聘及其编制。我以前也是搞学术的，我很高兴有机会能与公共行政管理、企业管理和政治学领域的重要专家进行交流。//

《公共服务现代化法案》中人员征聘及编制的变化是针对公共服务面临的重要挑战而作出的：公共服务人员正在走向老龄化，这意味着越来越多的员工将面临退休。为补充所需劳动力，公共服务人力资源管理机构估计政府每年将雇佣7,000名新员工。//

（公共服务部门）与私营部门和其他政府部门的人才竞争已经很激烈，随着劳动力的日益紧缺，竞争会更加激烈。// 为适应迅速变化的环境，公共服务工作已经改变，并将继续改变。这就需要越来越多的知识型人才，在一个节奏越来越快的环境中能够处理复杂问题，协调多重目标。//

因为以前的制度无法应对这些挑战，所以在过去的几年中，有许多研究和报告都建议改变这一制度。// 审计长在2001年特别指出，过去人员编制制度过于复杂，过于按章办事，已经阻碍了合格人员的招募。考虑到公共服务面临的挑战，必须改变过去的这种制度。

//

政府希望实现伯顿先生在《公共服务现代化法案》中为我们概括的那些目标。在征聘和人员编制方面，该法案的目的是提高政府从内部和外部吸引和雇佣所需员工的能力。// 对员工来说，人员编制应更加透明和快速；对管理人员来说，要有更大的灵活性来雇佣合适的员工。// 为配合这种更大的灵活性，该法案加强了常务次长及管理人员的责任，并明确了他们的地位。//

新制度中最重要的变化之一就是授权的增加。公共服务委员会实施《公共服务就业法》，此法适用于80多个部门和机构，赋予我们专属权来任命核心联邦公共服务人员。//

过去，我们把内部人员编制的权力下放到部门和机构，但没有授权高风险活动，例如行政资源和外部人员征聘。//

在《公共服务就业法》全面实施七个月后，也就是到2005年12月的时候，我们还会下放大部分行政人员编制权和外部征聘权。// 但这会存在一定的风险。这就是我们为什么必须加强监督能力的一个原因，这一点我稍后会讲到。该法案同时也规定这些权力应先下放给常务次长，然后由他们再下放到组织内可能的最底层。//

新制度的另一个重要特点是它使代表能够灵活地建立适合自己组织需要的任命过程和计划，我们现在已经在向这个方向迈进了。尽管此制度将继续以价值观为基础，但它不再受规则所驱动。新立法规定性减少，现行立法中的大部分程序将被废除。// 这意味着代表可以更灵活地制定各种任命程序，以最好地适应自己组织的人力资源计划和业务计划。在制定这些程序和计划时，我们也期待代表能制定相关政策来保证人员征聘的透明、公平和平等。//

第三个重要变化就是法案中对优秀进行了重新定义。在以前的制度中，根据评估过程的排名而得出的成绩优秀者总是被看作是最胜任的人。然而新立法规定，优秀由两部分构成。// 一部分是申请人需满足本工作的基本要求；另一部分是管理人员在任命时可以考虑的其他因素，例如优点资格证明、运作要求及目前和将来组织的需要。这次对优秀重新定义的目的就是确保被任命者是该工作的合适人选。//

《公共服务现代化法案》的通过使公共服务委员会踏上了一条新的道路，虽然使命相同，但变化的方向更明确。我们将不再负责部分的人员编制工作。我们只会对它进行监督。

//

我已解释过，新立法使各部门和机构在人员聘用方面作用加大，但作用加大，公共服务

委员会的责任就会加大。这就是说，公共服务委员会要加强其监督职能。我们会让常务次长来承担起尊重公共服务人员编制基础价值的责任；公共服务委员会又对议会负责，继续确保公共服务领域人员任命的廉正。//

在过去一年中，我们一直在和各部门、各机构一道制定一个任命框架，最近，这个框架得到了委员会的批准，它将指导常务次长建立适合自己需要的人员编制体制。// 此框架提供了在该编制体制中必须遵守的基本政策，以遵守立法要求和核心价值观，并对在任命程序中出现的关键问题提出了一些高级政策。该框架也包括一个任命的授权和问责工具，用于确定权利下放的部门、授权的状况及责任。同时，该框架还包括其他问责工具和指导，如人员管理问责制框架，此框架是我们期望一个遵守新立法的良好管理任命制度的开始。

//

公共服务委员会将通过这些工具以及审计和调查使代表负起责任，为此我们正在提高自身的审计能力。在去年公布的两份报告中我们已经看到了成果。// 目前，我们正在做其他方面的审计工作，包括：对加拿大公共工程的行业安全和政府服务的审计；对加拿大皇家骑警公共投诉委员会的审计以及对加拿大航天局的审计。我们也进行了政府方面的审计，例如对人员文件的审计。你们可以在我们的网站上看到我们的审计计划。//

我们正在改变我们的调查作用，由原先对人员诉讼的调查转变为对外来人员编制、政治党派和欺诈行为的调查。// 到今年年底，公共服务委员会将不再接受人员诉讼。更多的追索权将由常务次长和新公共服务人员编制法庭负责处理。//

为进一步把提供服务功能从我们加强的监督功能分离出去，我们设立了一个独立的征聘和服务机构进行公平运作，并且直接向我、总裁和首席执行官汇报。// 根据新立法，各部门和机构能够灵活地选择各种征聘方式，但是，新的服务机构将为那些希望获得这些服务的部门和机构提供可选择的方式。//

谢谢大家，我期待着听取你们关于公共服务现代化的意见。//

第十三单元

III. Passages for Interpreting

Passage 1

The vision of Ping An (PA) is to grow into a world-class finance and insurance group, becoming one of the shops of a century's standing among international finance and insurance players. A review of existing businesses with over 100 years' history will reveal the importance of integrity. Integrity has helped every one of these businesses to overcome adversity. It is particularly true with world finance and insurance groups. Therefore, if PA wants to sustain a century, it will have to hold integrity as its sole principle. //

PA is an innovative enterprise. We are the first person to try tomato. Getting poisoned by tomatoes is not dreadful at all. The key is that we draw lessons from the endeavor. //

Before China's entry to WTO, the insurance market in China was like a tranquil river. Now the openness of the market has turned the small river into a wavy ocean. We are now competing with the best-in-class international finance and insurance groups. The underlying rule of game in this ocean is market-orientation guided by integrity. //

PA is now an aircraft carrier in this ocean. We are not only a disciplined carrier, but also one that is storm-resistant. Because we own an unmatched combination of resources: an

excellent sales and management team, a strong IT platform, an effective internal control system, an efficient management scheme, affluent capital, the best-in-Asia asset quality, and the best-in-China insurance brand. // Last year, PA was accredited the AAA financial institution, being the only one in China. In the latest release of Standard Poor's Global Big Insurance Companies 2002, PA was again the only Chinese insurance company to be listed. And according to Standard Poor's rating, PA ranks the 20th in the global context. //

I have two expectations—one is to build PA into the best-in-class insurance company with regard to professional ethics by joining hands with my colleagues within my lifetime and thus lays a solid foundation for the centennial mission; the other is to establish integrity in every aspect of our offering in PA, making it the root of our business and grow ever stronger. Indeed, integrity is the lifeline of PA and the ground rule of our operation. A centennial shop will only come true with integrity in place at the very beginning.

Passage 2

早上好。感谢你们再次邀请英国石油公司参加顾问委员会的讨论。// 过去数年中, 英国石油公司成为广东经济超高速增长中的一部分, 这是一次极妙的体验。//

广东是一个在众多领域都居于领先地位的省份: //

——在从电子到塑胶、从钟表到鞋类的一系列产业中在中国居于领先地位;

——在通向世界市场的改革开放进程中, 在中国居于领先地位;

——在经济增长中居于领先地位, 而珠江三角洲是全世界增长最快的大型经济体中增长最快的省份中增长最快的地区。//

因此, 我们今天面临的问题是: 广东未来迈向何方? 如何才能继续往开来? 我们能否再创过去20年的经济奇迹? // 从总体上看, 有两条信息是显而易见的。第一条信息是, 这些额外的努力中有一部分必须是根本的变革。广东的发展已经进入一个转折点, 在这个关键时刻, 任何机构和地区的发展都不能再机械地依靠“规模效应”来实现。我们需要新的尝试、新的方法和新的思路。//

这就好像一家制造厂达到其生产能力的极限时, 就需要投资建设新的厂房, 以便维持快速发展。// 这也是英国石油公司在几年前遇到的情况——我们原有的油田和天然气田进入开发后期, 因而需要开发新的油气田来维持强劲的增长。//

广东也是如此。毫无疑问, 广东过去的成就是辉煌的, 但现在需要为未来的增长寻找新的动力。//

第二条信息是, 未来的增长必须具备“可持续性”。这意味着广东必须确保其商业环境、劳动力队伍和对外关系有助于维持长期繁荣。//

让我们记住这两条原则, 接下来我要谈谈一些需要优先考虑的事。//

首先, 我们要看城市的作用。广东是全球化的受益者。正如全球化研究者萨斯启亚·萨绅所指出: “全球化要从城市抓起。”这句话尤其适用于广东。在这片土地上, 过去20年里人们像潮水般涌入大城市。现在的广州已经是近千万人口的家园。随着中国加入WTO和农村生产效率的提升, 未来数年必将有更多人口从农村进入城市。//

但城市并不仅仅是宿舍。它们更是复杂的社会和经济有机体。如果城市要成为经济增长的动力, 就需要进行良好的规划和提供高质量的服务。// 一支健康向上的劳动力队伍需要城市提供良好的公共服务, 如教育、医疗保健、住房和交通。// 而有竞争力的企业需要城市提供良好的商业服务, 如金融服务、专业服务和通讯服务。//

在广东, 我们需要确保城市规划超前于人口的增长, 而不是落后于人口的增长。//

对广州而言, 这种变化正在发生之中。这里的工厂正向城市的外围搬迁, 居民区正被大量开发, 市区中心正在进行二次开发。这是一个规模宏大的进程, 既展现了未来城市的

前瞻力，还为其他城市的发展提供了样板。//

英国石油公司已经参与了这个进程，我们与中国石油天然气总公司建立了合资企业，这个企业正在建构一个双品牌的油品零售网络（我们已建立了大约350个加油站），以促进广东主要城市汽车交通的发展。//

Passage 3

The risk of failure has been haunting me in the past 10 years, making me oblivion of the success that Hua Wei has actually achieved. Instead of honor or pride, what I can sense is crisis. // Probably it is the sense of crisis that has made HW survive. Survival shall be the common concern of every one of us in all times. Only when the concern is true, will the survival last. I believe that failure is the destiny of all businesses. We shall all be prepared, because this is the law of nature. //

However, as of now, I don't think Hua Wei is fully aware of the danger of crisis yet. We might be caught totally unprepared in the face of crisis. Are we indifferent? Have we forgotten the danger of crisis? Or are we left with little judgment, if not no at all? // If so, then we will be helpless when crisis comes true. The alternative is that we plan now counterr-measures against possible crisis so that we can overcome them when they are due. //

In times of prosperity, we have to be prepared for adversity. We have to be alert to danger. You might have heard about the story of a world-class company, in spite of all its past glories, coming to the brink of a breakdown all of a sudden. Of course with all the solid foundations the company has accumulated in good times, such as the fundamental research and the technological reserve, the company stands a very good chance of reviving some time in the future. The adversity will be temporary. In no more than two years' time, the company will be back on track and continue to lead. // But what will happen to Hua Wei? Unlike this company, we do not have a sound basis to rely upon. And if we even cease to excel in the management of the company, then in times of danger, Hua Wei will be doomed for good. //

It seems to some that Hua Wei is the shepherd who is always crying wolf for fun. After several trials, people tend to disbelieve it, but the wolf will really come. // This year in Hua Wei we are going to have extensive discussions on crisis. We need to identify all the possible crisis faced by the company in general and then down to every function, business unit or even procedure of the company. On top of that, we will all have to answer the same question: is there any room for improvement? For example, can the per capita profitability be further improved? If the discussion is thorough, we might be exempt from the destiny of being doomed for good. There might be the possibility of survival. // As for how are we going to improve the efficiency of the management, you can make a reference to our annual management highlights. If one concrete aspect of your work is improved, then Hua Wei makes a step forward in its development. //

Passage 4

各位下午好！很高兴能参加我出任加拿大知识产权局首席执行官以来的第一次加拿大知识产权协会年会。// 我们2007至2012年的五年战略规划非常关键，因为它勾勒出了本局

如何改进知识产权领域的管理水平，从而能更好地使得创新者和发明家们利用知识产权机制加强他们的绩效，并提高国家经济水平。// 这是本局的双重使命。// 目前我们在对这个五年规划进行细节的微调，最迟在2008年元月之前会在网站公布以与各位共享。// 在准备该规划的过程中，我们倾听了诸位的建议和愿望，以及其他重要客户、员工、伙伴和利益攸关者的建议和愿望。我们也考虑了自身的环境和机遇。我们把所有这些变成了行动指南和预期结果。//

借此机会，我要感谢各位的贡献，并要感谢在过去的一年中大卫·托宾为这一切努力所作的领导工作。//

在前进的过程中，我们将把工作重心集中在五个战略导向上来实现我们的愿景，成为一流的知识产权管理机构。这五个战略导向主要是客户服务（管理知识产权的授予）、外围服务（以上这两项构成我们业务的核心）、知识产权的管理架构、国际范畴的努力、以及人事工作。//

后面三项是完成我们核心业务的基础。另外，要成为一流的知识产权管理局我们必须继续提供对所有产品的质量检查，拥有高素质的知识型员工，提供全面的网络服务，同时在提供服务和改进立法方面采取积极的态度。//

本局2007-2008年业务计划现在第一次挂在了网上（会议室有书面材料），里面详细介绍了我们将如何提高工作效率，从而支持不断提高的生产率，支持对战略规划的实施。

// 这两个方案联系密切。此过渡性一年的业务计划中列举的重点活动凸显了五年战略规划中第一年要实施的核心任务。// 除了结合我们业务计划中关键活动的进展情况，目前我们正在对一些提高绩效的措施进行微调，从而能对评估实施战略规划中的绩效有所裨益。// 长期的措施包括两个方面，一是平均的总搁置期，以期跟踪处理一份申请平均所需时间的改进；二是客户对本局服务水准的满意度，此举意在评估本局能否达到客户预期的服务标准。//

我们希望和各位分享这些措施，并且使大家能及时把握我们的工作绩效。// 作为我们在此领域的建设意图的佐证，我们将在网上每半年公布一次运行绩效的统计数字，以便大家进行有效地跟踪。//

加拿大知识产权管理局将继续通过改进本局2005年国家客户调查项目所列举的三个主要的服务领域，即沟通、接触便利性以及文件处理周期，一如既往地满足客户不断变化的需求和关注的重点。//

最后，我要提醒各位，本局作为一个管理机构有着坚实的基础：第一，我们正确理解并提供优质的核心服务；第二，我们将继续寻求新的途径改善本局的中心任务并实现既定的义务；第三，我们将坚持不懈地通过分析客户反馈、借鉴世界各地知识产权管理局的经验以及利用技术方面的不断进步来努力提高服务水平；第四，我们将利用战略和管理绩效评估参数来衡量我们的工作；最后，我们将继续不断地完善已有的牢固的客户关系。

//

我期待着与各位一起工作。感谢诸位的倾听。//

第十四单元

III. Passages for Interpreting

Passage 1

Distinguished Greek Shipping Minister, Mr. Nicholas, Honorable Delegates and Guests,

Ladies and Gentlemen, //

Good morning! //

It is a pleasure for me to be in this beautiful Port of Piraeus and to attend the meeting held by United Nations Economic Commission for Europe (UNECE). At first, I wish to express my gratitude for the kind invitation of the sponsors and to the host, the Greek government, for the arrangements made for this conference. //

As is well known, Beijing has just hosted the 29th Olympic Games, and the Olympic Games promoted communication between China and the world, carrying forward and disseminating the Olympic spirit of solidarity, friendship and fair competition. Just as International Olympic Committee (IOC) President Jacques Rogge said, "Through this Olympic Games, the world has known more about China, and the Chinese have known more about the other parts of the world." // Many international friends coming themselves for Olympic Games in Beijing saw the great changes in China. And these changes happened in the recent 30 years of reform and opening up, especially in the past 10 years. // In the process of the great changes, China's ports, coastal ports in particular, are constantly growing and have made great achievements, which also becomes one of the most important factors for the connections between China and other parts of the world. Now, on the request of the assembly, I will introduce the development of port industry with Chinese characteristics and the experience we have made. //

Transportation is not only one of the very important infrastructural industries, but also a major service sector. Ninety percent of China's foreign trade goods are shipped by sea. According to the need for China's economic development, specialized seaport transportation system mainly for coal, oil, iron ore and container has been established. // From 1997 to 2007, China's port container throughput reached 100,000,000 TEUs from 10,000,000 TEUs, with an average annual increase of 26%. Six seaports including Shanghai have been among the world's 20 largest container ports. During the rapid increase of the port throughput, China's ports repeated broke the world records of cargo-handling efficiency, with smooth operation and no big jam. //

At present, China is accelerating the construction of an environment-friendly and resource-saving society. The Chinese government sets transportation industry as a priority to build a convenient, unblocked, efficient, comprehensive and safe transportation system under the principle of unified planning and rational distribution. In a future period, China will further improve the port layouts along the seas and rivers and enlarge the throughput capability of the ports. // Meanwhile, in order to further the strategies of the precedent modernization of the east China, the development of the west China and the rise of the middle China, and to promote the harmonious development between the eastern coastal regions and the middle and western regions, we will improve conditions of inland waterway navigation and propel the river-sea intermodal transport. We will attach more importance to the efficiency of the logistics and the multimodal transport, especially increasing the connection of high way, railway and port, thus to realize the aim of the economic development of the port hinterlands and the middle and western regions. //

Looking back at the course of Chinese ports' development, we got several pieces of experience and are willing to share them with the members of the UNECE. //

The first is adhering to the policy of reform and opening up to the outside world, and taking a

good command of the trend of economic globalization to realize win-win situation through cooperation. The rapid development of Chinese port industry and sea transportation is an important achievement of the economic globalization and China's reform and opening up policy. // On the one hand, the further development of economic globalization promotes the adjustment of global economic pattern and industrial transfer, which made China a world factory. Chinese economic prosperity and the great development of foreign trade has supplied the ports of China and the rest of the world with broad development space, as well as a big stage for the global sea transportation industries. // On the other hand, after the practice of 30-year reform and opening up, China has built a financing, investment and management system with Chinese characteristics, which is in accordance with China's actual conditions and the international standard. The Chinese government encourages investment to the ports from the private and foreign capital and protects the legitimate rights and interests of foreign funded enterprises according to Chinese law. We fulfill our commitments to the WTO and unceasingly expand the opening up, with foreign enterprises taking part in the investment and management of nearly 60% of coastal container ports. The top 20 big shipping service companies in the world have opened their international shipping routes connected with Chinese ports. The foreign companies account for 80% share of the sea transportation market in China. //

The second is adhering to a demand-led principle, preparing advanced plans and moderately going further than the need of the development. // China's port development orients at the domestic and international transportation markets, with the purpose of meeting the needs of national economy, social development and foreign trade. We have made the plan of national ports layout, making the eastern coastal area and Yangtze River—the main inner river—as the focus of port development. According to the layout, we have worked out a more detailed overall plan of each port. // We advocate to prosper the cities with the ports, develop the ports with the cities and greatly develop the port-related industries. Meanwhile, we insist on a principle of an appropriate advance of the ports construction to coordinate with the regional economic development. //

The third is exerting fully the bridge role of ports to realize a positive economical interaction between the coastal areas and the inland. // The eastern coastal ports are not only China's gateway to the outside world, but also the link and bridge of the economy between China coastal region and the central and western inland region. Chinese government is devoting itself in accordance with prepared plans to the five coastal port groups, including Yangtze River Delta, Pearl River Delta, the Pan-Bohai region, the southeast coast and the south-west coast, as well as eight transportation systems, including coal, oil, iron ore, container, food, automotive goods, roll-on-roll-off cargo between land and the island and passenger service, which covers the east of China and the southwest coastal region and radiates to all the central and western regions. It plays a positive and effective role in boosting economic and social development of the central and western region, and in a positive interaction and balanced development of regional economy. //

The fourth is adhering to the scientific concept of development to realize a sustainable development of port industry. // Chinese government encourages the energy-saving and emission-reducing technology, implementing the environmental assessment of the ports construction and evaluation of energy-saving to promote the port development coordinate

with the environment, which results a sustainable development initiated by the international community and also in line with our self-interest. China encourages the application of advanced science and technology in the field of port, and our port handling equipment manufacturing has reached the international advanced level. // We value the improvement of the working conditions of workers through technological innovation and protect the legitimate rights and interests of workers according to the law. China's international air routes to all ports strictly carry out the relevant international conventions of International Maritime Organization and other relevant international organizations, to assure the safety transport operation in line with the requirements of environmental protection. //

Ladies and gentlemen, we have decided on the theme of this meeting, that is, “The Role of the Harbor—a Bridge to Connect the Inland and the Sea Transportation”, which fully demonstrates that the UNECE attaches great importance to the important role the harbors have made in the international trade and economic development. // European continent and nearby islands is a vast region with many countries, whose economic development is not so balanced, similar to the Far East region with China. But we have a common sense in an irreplaceable role of harbors quickly boosting economic development. Port is a starting point of large number of countries towards the sea and the other part of the world and the sea transportation can be regarded as the first global industrial sector. // The Chinese government attaches great importance to and actively participates in the port and maritime international cooperation, and we have maintained good cooperative relations with the world's major maritime countries. China-EU maritime transport agreement has come into effect on March 1, and China has carried out substantive cooperation projects in the maritime, port investment, shipbuilding, ship inspection and other aspects with Greece and other European countries. // We clearly see that at present, the development of the ports in the world is facing the challenges of the greatly changing climate and increased world economic slowdown, the world's financial assets shrinking, and states alone with their own wisdom and strength cannot effectively deal with the situation. // We hope that through this conference we can fully share and exchange the experiences of ports development, expand and deepen the areas of cooperation to meet common challenges, and try our best to promote the sustainable development of the port industry and global economic prosperity. // At the same time, welcome to China and we sincerely hope that you will benefit us with some advice and valuable suggestions. //

Finally, I wish the conference a great success. // Thank you!

Passage 2

晚上好，女士们、先生们。//

我叫约翰·斯科特，自今年春季，我已成为加拿大运输局的一员。就在几个星期前，我非常荣幸地被委任为运输局下一任的副局长。现任副局长——我的同事基尔·杜佛特将于新年初结束其任期。届时，这项任命将生效。//

谢谢你们给我这个机会谈论运输局的状况。我们相信，开放且积极的交流——比如今晚的报告——对运输局的成功、对运输局兑现提供优质服务承诺至关重要。//

在这个节奏飞快的世界里，除了国际物流与运输学会的成员们以外，几乎每个人对运输问题都持一种想当然的态度。我们登上飞机去另一个城市参加会议。我们每天乘坐

火车去上班。那些我们驾驶的外国产的汽车，最先被运到加拿大的港口，然后被装进火车，拖到卡车上，最后到达商家手里。我们经历所有这些，却从未想过这些运输方式是怎样得到管理、为公众利益服务的。//

这就是加拿大运输局发挥作用的地方。我今晚将集中评说一下运输局的两个方面——我们2007年时的状况，以及最近的一些关键的立法变动将如何影响我们未来的发展方向。// 众所周之，加拿大运输局是一个独立的准司法法庭，它规范联邦管辖范围内的空运、海运和铁路运输。该机构负责监督加拿大对本国航空业的所有权，控制对航空业的行业要求，是负责为航空和铁路运营商发牌的联邦权威机构。我们还负责消除残疾人在使用联邦管理的交通服务和设施时遇到的不便。//

作为加拿大同类法庭中最具经验的一个，我们当然也清楚地认识到，变化是无限的、持久的、永不停息的。像以往的若干时刻一样，我们的组织现在正处于十字路口。要继续有效地履行我们的职责，我们必须选择正确的道路。// 然而，必须强调的是，每当经历变化，运输局总会重视一项战略成果——如下议院的交通运输、基础设施与社区部部长于2007年11月1号提交的2006/2007年度业绩报告中所说的那样。这项成果是“一个公平和透明的经济管理制度从而帮助建立一个可行的方便的国家交通系统”，这也是议会对我们的工作进行评估的重点。//

为了在今后的岁月里推动这一成果的实现，运输局启用了新的决策层和新办法。根据今年夏天刚刚通过的《加拿大运输法案》修正案，运输局的决策层人员将由7人变成5人，他们现在都是身在国家首都区的专职成员。//

今年1月25日，杰弗里·黑尔被任命为新一任局长和首席执行官。来到运输局前，黑尔先生在安大略省经济政策发展和金融等公共服务领域已工作了25年时间，能力卓越，他在处理交通问题方面也积累了丰富的经验。// 今年年初任命的另一位新成员是雷蒙·卡德克先生，他是一名资深航空运输经济学家，曾在贸易政策和航空公司重组问题部长级顾问委员会任职。//

如前所述，我是在几个月前加入运输局的。继我就任后不久，曾是加拿大导航公司律师、国际航空运输协会最新的高级法律顾问的马克·麦坎岑也被任命为运输局成员。// 我们的背景各不相同，却有很强的互补性。在杰弗里·黑尔的领导下，我们的集体协同合作，快速应对运输局所面临的问题，这些都已经对我们的工作人员和领导机构的发展方向产生了影响。// 作为新成员，我们也很幸运有以前的成员给予我们出色的过渡指导，其中包括运输局现任副主席基尔斯·杜佛特，到2008年年初退休时，他与运输局一起已经走过了整整10年。还有比顿·塔克，自2002年以来他一直是运输局的一员，他也将于2008年离开。//

至于如何用新办法来履行我们的职责，运输局正在进行一个重要的内部改革，即对我们两个主要的业务线重新进行清楚地界定。一是争端解决；二是行业规范和检测。// 当然，运输局在空运、海运和铁路运输领域的专业知识仍然将在这个混合组织模式的两个新分支机构中得到应用。然而，这个更为实用的业务提供结构可以让运输局更加有效地利用我们的人力、知识和经验来应对日益增加的工作量和不断变化的需求。// 我们的意图是让我们所有的利益相关者更好地了解我们的机构，了解我们如何工作。我们要促进他们与运输局的接触，以便更好地帮助我们处理他们的问题。在过去一年中涉及运输行业的案件大约有3,500件。//

运输局管理团队和普通成员一直认为努力改善利益相关者与我们机构的接触和实现更大的个案管理效率和速度更快的案件裁决是我们工作的重中之重。// 不难理解，时代是变化的，运输部门因此成为加拿大经济中最具活力的部门之一。我在讲话中提到的我们机构的承诺和目标也会欣然迎接这些变化。但无论如何，在我们履行调控职能的过

程中, 这些承诺和目标仍然会忠实于我们的核心价值观, 即积极响应、有效、公正和透明, 并以此为加拿大人提供一个高效率、无障碍的交通运输系统。//

谢谢! //

Passage 3

各位朋友, 各位嘉宾, 女士们、先生们, //

我谨在此向莅临“现代物流与自由港发展”国际研讨会的各位嘉宾再一次表示欢迎! 本次“现代物流与自由港发展”国际研讨会由博鳌亚洲论坛、浙江投资贸易洽谈会联合主办, 并得到了宁波市政府充分大力的支持。//

博鳌亚洲论坛成立于2001年2月, 因为亚洲需要一个论坛以使亚洲国家同其他地区的合作伙伴可以立足于亚洲, 共同讨论亚洲的热点问题——如经济、社会、政治和文化等。作为博鳌亚洲论坛的理事长, 我确实深感荣幸, 能够参与这次多国首脑云集的区域和全球物流合作会议。//

如果这种相互依存关系要使每人获利, 它就必须建立在相互信任、相互支持和相互受益的基础上。促进区域合作、互惠互利、持续性发展是我们成立博鳌亚洲论坛的宗旨。//

我们的研讨会气氛沉重。全中国人民和许多亚太国家的人民仍在为上个月四川汶川地震中的死难者哀悼——这是中国30年以来最严重的一次地震灾难。这一巨大的灾难自然地唤起全世界对中国人民的同情。// 我相信, 在此次研讨会上, 我们会以一个正式、集体的形式表达同情和支持。// 灾难对亚洲人民来说并不是未知的挑战——有史以来, 破坏性的自然灾害所引发的危机加强了亚洲人民关怀、共享和无畏的精神。//

但悲痛也留给了我们重要的启示。当然, 中国政府和中国人民采取了大胆措施帮助灾区人民。但汶川地震应该促使我们将工作重点转向大家共同的需要——保证国家和地区物流业能够应对各种自然和人为灾难。//

但愿对灾难的回忆没有减少我们对宁波的喜爱。宁波位于浙江省, 是个充满青春活力的可爱城市——是中国的东部沿海最大的物流港口之一。// 宁波, 意为“平静的波浪”, 成为了长江三角洲和中国东部工业发展的核心动力。//

今年4月11日至13日在海南召开的博鳌亚洲论坛年会上, 胡锦涛主席在和谐乐观的会议氛围中承诺中国将会继续改革开放, 并且希望亚洲各国和各个经济体开展交流合作。这次博鳌亚洲论坛年会上的亮点是海峡两岸领导人自1949年之后第一次高规格会面。// 胡锦涛主席于4月12日在博鳌同台湾地区的副领导人萧万长进行了非正式但高度公开的单独会见, 这预示着海峡两岸关系会更好地发展, 有利于亚太地区经济发展和和平进程。//

我们的研讨会旨在探讨在全球化背景下的日常事务中相互依存以及全球化市场中日益开放的商机等问题。// 我们知道, 物流是供应链的部分环节, 包括由商品的产地到商品的消费地的计划、控制、货物运输、存储、以及相关服务与信息的全过程。// 平衡和效率是界定现代物流管理的特性。一方面, 工厂必须避免严重的材料和零件短缺; 另一方面, 工厂必须防止高成本的库存积压。//

解决这一行业困难的理想方案是实行“及时制”生产配送体系。// 我们知道, 工厂寻求库存最小化, 这就要求供应商必须按照工厂需要, 及时地、可预见地、多批次地配送原材料和零件。//

宁波的物流设施现代化意味着宁波将能够更好地向全世界的客户提供保证, 就是说宁波的供应商可以在客户的关键时间点供货。物流现代化的成功无疑会使宁波发展成为东亚地区正在形成的经济链中的重要枢纽。// 宁波作为一个物流中心的成功经验, 将会

为其他具有同样优势的城市提供借鉴，如菲律宾、日本、韩国、乌克兰、欧洲、非洲或者美洲等国家和大洲的城市。//

就宏观经济层面而言，在我自己的国家——菲律宾，我们正在投资大量的人力物力来把我们的群岛同其他区域市场和工业基地联系在一起。// 只有通过物流设施和物流体系的建设，菲律宾才能利用东亚核心战略地势，便捷迅速地进入中国、日本、韩国和九大东南亚国家的市场，以及世界其他市场。//

整个东亚地区正在营建最现代的物流网络。我们的港口和中心城市正致力于营建区域联系网络并将会在2010年结出硕果。到2010年，中国同东盟十国完成了自由贸易协定的签订。这一协定所涉及的市场规模和签署国成员人口数均为全球之首。//

中国—东盟自由贸易协定只是一个开始。日本、印度、朝鲜也正同东盟讨论自由贸易协定的事宜。他们不会拒绝加入这个近在咫尺的、拥有如此巨大潜力的市场。//

世界各国，无论东方国家还是西方国家，无论是发达国家还是发展中国家，都应该得益于这些不断涌现的投资、贸易和网络化的机会。//

如今亚洲各国认为，世界的经济中心越来越向亚太地区倾斜。我更愿意把我们这样的世界看成是一个趋于平衡的世界——也就是说东方和西方现在越来越平等。这样我们就摒弃了以往那种认为东西方彼此对立冲突的观点。//

我深切地希望，当代经济相互依赖和日益国际化的趋势能够给我们的社会带来更多的繁荣和公平。我们这个研讨会就是为了在各国、各地区之间架起一座桥梁，得以进入这个相互理解、共同繁荣的高效物流网络。// 这正是“现代物流与自由港发展”国际研讨会更为重要的意义之所在！

非常感谢！并对大家致以最良好祝愿！

第十五单元

III. Passages for Interpreting

Passage 1

Respected Leaders, Dear Guests and Friends,

Good afternoon! //

Thank you for participating in the first China Merchants Securities (CMS) Forum. The theme of today's forum is challenge and transcendence. Together we are going to identify opportunities for Chinese securities at the backdrop of full circulation. // I have good news to share with you. We are here not just participating in the first CMS Forum but also commemorating the 15th anniversary of CMS. So please join me in turning all of our best wishes into our applauses to CMS. Happy birthday! //

Speaking of CMS, I believe every one of us here will find it familiar. At once we will date our memories back to July 1991, when the Division of Securities in China Merchants Bank was established. That is the predecessor of CMS. Ever since then, CMS has embarked on a business venture in securities. //

CMS has achieved a lot in the last 15 years. In terms of overall capacity or any business indicator, CMS is already one of the top 10 in the industry. In the past 15 years, CMS has become one of the first of many things and leads the market. // On this special occasion I

would like to recount all the glories of CMS with you: CMS is one of the first members of China securities exchange; one of the first synthetic securities traders approved by the regulatory; one of the first members of interbank borrowing market; one of the first securities to provide an all-round service including brokerage, online trading and asset management. These are histories already. //

What remains unchanged is the core value of CMS, which is the responsibility for the present and the future. The value is not only impacting CMS but also us. In the 15 years, we have witnessed the growth of CMS into disciplined, innovative and fast-growing securities. The convention of today's forum is a good demonstration of the commitment of CMS to the present and the future. Because CMS has always born in mind the fact that capital is market opportunity and driving an orderly development of the securities market is its obligation. I believe we all have a lot to expect from this Forum. //

Passage 2

非常感谢。今天我感到非常荣幸能够参加第三次年会。我将向大家介绍一下行业内一些全球性的金融发展趋势，这些趋势迟早也会影响到中国。//

我的演讲将分成三个部分。首先，我会给大家介绍该行业在国际环境下的主要趋势。然后，我会给大家介绍股票期权和衍生品在亚太地区的巨大潜能。最后，我会给大家举个例子，是关于一家交易所如何白手起家做股票期权，在短短三年之内成为国际领先者。

//

我先自我介绍一下。我来自OMX公司。它于1984年在瑞典斯德哥尔摩创立，但是现在已经成长为一家国际性的公司，业务遍布世界各地。公司有两大业务：其一，交易所业务，我们在北欧地区拥有七家交易所和衍生品市场以及三家清算公司。其二，交易所和清算公司的技术支持业务。我们在全球拥有65个交易所客户。（展示投影片）这是我们已涉足的市场清单。这是我们提供技术支持的交易所客户名单。到目前为止，这份清单里有65个客户，但是几个月之内我们将新增5到6个新客户。我们为交易所提供清算结算和风险管理的技术。这是个非常小的利基市场。作为从业者我们能因此获得独特的市场视野。今天我正是准备和大家分享这个视野。//

现在，我们来看一下在金融领域，尤其是交易所和票据交换所，有哪些突出的国际趋势正在影响我们的世界？趋势具有地区差异，但是至少有三个趋势是对所有的交易所都会产生显著影响的：全球化、资源整合和市场复兴。//

为什么呢？全球化和资源整合已经在发生并且影响到全球的交易所。市场复兴其实是资源整合交互影响的结果。现在交易所已经成为了正式的赢利性公司。这一点我待会儿还会详细讲。除此三大主要趋势之外，当然还有其他趋势，而且不排除新的主流趋势的形成并对我们造成影响。例如中国市场的成长现在已经影响到了世界大部分地区，但是就程度而言，目前还不能和这三大趋势相提并论。

Passage 3

理查：现在，我们谈谈网络股。今年早些时候，网络股股价居高不下，直至陷入困境。那么，这个泡沫最终爆裂了吗？我们的技术记者凯蒂·约翰逊将在这里和我一起探讨这个问题。凯蒂，首先是什么驱使股价升得这么高呢？//

凯蒂：一切关于因特网的炒作可能会吸引到一些想快速盈利的投资者。但我认为，真正的驱动力是网络股供不应求。去年少数几个网络公司发行股票，所以赶网络股大流的机会很有限。//

理查：而且它们离你所说的安全投资还有很大一段距离。//

凯蒂：确实如此。//

理查：但是，那些以前挣的钱又怎么样呢？它们跟股价的表现相吻合吗？//

凯蒂：这个问题很引人注目。以网络售书商亚马逊(Amazon.com)为例，它拥有180亿美元的市场价值，资产周转额超过10亿美元。但是，他们仍未做到盈亏持平。除了雅虎和美国在线等几家公司以外，大部分公司远远谈不上盈利，更不用提人人都期待的巨额利润了。//

理查：那么，为什么人人都热衷于投资网络股呢？//

凯蒂：他们很赶时髦。当然，品牌因素一直是一个原因。像雅虎和美国在线这样的公司都享有很高的品牌知名度。但是，真正的诱人之处在于未来获取巨大的收入的潜力，尤其是广告方面的收益。雅虎已经拥有每天14,400万的点击率和近200个广告商。而且因特网的使用范围预期在五年内增加一倍，广告消费必定增加。//

理查：那么，分析家们是怎样给这些公司估价的呢？//

凯蒂：这个并不容易。这些公司拥有少量传统意义上的资产，而都有着惊人的营业增长率。所以分析家必须依赖其他的标准来衡量它们。//

理查：比如说？//

凯蒂：比如说受众的接触面。Lycos是一个类似于雅虎的搜索引擎。最近它的业绩一公布——拥有45%家庭网络用户，其股价涨幅超过1/3。//

理查：那么，让我们转到最近的股价暴跌问题上来。网络泡沫最后是怎么爆裂的呢？//

凯蒂：我们已经经历过一个抛售。所以，股票持有者们利用最近的高价抛售是不足为奇的。但是我认为，最近成立的网络公司大量涌进，它们的股票充斥市场，这才是股价下跌的原因。// 表面看来，供求持平，但实际上，有些公司的股价已经跌破发行价。所以，网络股确实降温了。//

理查：在我看来，网络股的投资者们似乎在坐过山车，处境危险。为什么市场如此不稳定呢？//

凯蒂：不要忘记，这个市场还很年轻。很多公司上市才两个月。还有，很多投资网络股的人实际上是利用因特网来进行网上交易。// 不用付经纪人佣金，他们能够在一天内转手好几次。这样一来，这个市场对任何突发性新闻都很敏感。所以我认为，正是这种敏感性才使得市场如此不稳定。//

理查：那么，凯蒂，有一个重要问题，就是这个市场下一步会怎样？//

凯蒂：理查，这确实是一个关键的问题。部分股价确实能反映出这些公司的价值。所以，我不认为股价还会大大下降。不过虽然市场信心会回升，股民的热情已经冷下来了。所以，不要期望近期股价会飙升。//

理查：那么，你是怎样看待这个行业的前景呢？//

凯蒂：我认为，由于较大的网络公司正寻求买进人才和市场份额，所以，这个行业会出现很多的联合。例如，Lycos刚刚兼并了曾经对手HotBot。有一两个大型的非网络公司也正在打进这个市场。// 例如，德国的出版业巨头——Bertelsmann刚刚与美国售书商Barns and Noble组成了一个合资企业，以此来挑战Amazon.com在因特网的统治地位。如果因特网这样发展下去，其中少数几家公司将能取得巨大的投资收益。//

理查：刚才你谈到过网上售书商Amazon.com，我猜你想要展示一张图表来说明他们的股价在过去12个月的情况。//

凯蒂：是的，这张就是。这确实是说明这整个行业情况的一个典型的例子。你看，在头六个月，股价总体呈上升趋势。截至去年12月，股价从每股14美元升至每股100美元以上。但是在今年1月份，网络股全线发动，飙升至将近200美元一股。// 可以预见，投资

者们利用了这次机会抛售。所以在2月份,我们可以看到有一次抛售,亚马逊的股价再次跌到去年12月份的水平。//

理查:所以这一年已经有过一次抛售。//

凯蒂:是的,这就是为什么我觉得不要为近期的损失感到恐慌。因为在这儿我们可以看到一个强劲的反弹,到5月份,股价再次增加了一倍多,最高达到每股近220美元。所以,我认为最近的损失是可以预见的。股价在过去的四个星期内已跌了五成。最后,我们今天的股价跌了6美元,仅111美元稍微多一点。//

第十六单元

III. Passages for Interpreting

Passage 1

Respected Chairman, Ladies and Gentlemen,

I am delighted to attend the first in a series of international events to mark the 125th anniversary of the Institute of Chartered Accountants in England & Wales (ICAEW). // The Chinese Institute of Certified Public Accountants (CICPA) enjoys a long-term solid relationship with the ICAEW. Hereby, on behalf of the CICPA I would like to extend our warm congratulations to ICAEW on the convening of the conference. //

The theme of the conference—Global Capital Markets: Challenges for Business, Governments and the Professions—is an issue of global concern. I would avail myself of this opportunity to talk about the development of the Chinese capital market and the construction of the Chinese accounting profession. //

The Chinese capital market has progressed in parallel with the Chinese economic structural reform, which is now an important component of the Chinese socialist market economy system. // The rapidly growing capital market has played an important role in restructuring state-owned enterprises (SOEs) and the financial market, optimizing resource allocation, and promoting economic growth and structural adjustment. //

Due to its late start, the Chinese capital market still lags behind developed capital markets in terms of market scale and transaction volume. With over a decade's development, however, it has grown in both size and investment varieties. //

By the end of 2004, there were 1,377 companies listed in China (A and B shares) with total market capitalization amounting to RMB3.71 trillion, with RMB1.17 trillion being negotiable market capitalization and the number of accounts opened by investors reaching 72.11 million. Also, there are totally 111 companies listed overseas. //

Government bonds and financial bonds dominate the Chinese bond market with corporate bonds taking up a minor proportion. In parallel with gradual expansion of the Main Board, the GEM Board has also made progress. //

A remarkable change of the Chinese capital market over the recent years has been the expansion of the community of institutional investors. Limitation has been relaxed on market entry of social security funds, corporate annuities and commercial insurance funds. // Since its trial operation in December 2002, the system of Qualified Foreign Institutional Investors (QFII) has developed rapidly, with many a foreign institutional investor acquiring this

qualification. // By encouraging such institutional investors to enter the capital market, China has enabled rapid growth of the community of institutional investors, changed the previous mix that was dominated by small and medium investors, facilitated the reform of investment philosophies and enhancement of efficiency to some extent and promoted market standardization and stability. //

While actively promoting the development of the capital market, China has paid great attention to legal construction of the market. At the moment, a preliminary legal framework for the Chinese capital market has taken shape. // In addition to key laws such as the Company Law, the Securities Law and the Law on Securities Investment Funds, it also consists of a series of administrative regulations, sector rules and standard documents covering multiple areas such as securities, futures and securities investment funds. // The establishment of such a legal framework plays an important role in implementing the guiding philosophy of regulating the market by law, standardizing behavior of the market subjects, preventing and dissolving market risks, and effectively protecting legitimate rights and interests of investors, especially those of public investors'. //

As China accelerates its economic structural reform, the operating environment of its capital market has undergone profound changes. At this significant historical transition stage, the Chinese capital market faces unprecedented challenges and opportunities. // The sustained and rapid development of the Chinese economy indicates that the Chinese capital market will embrace a promising future. //

To healthily develop the capital market is an important strategic aspect that China must fulfill in its process of improving its socialist market economy mechanism and an important component of China's efforts to improve its financial system. // China has set up the strategic goal to quadruple its GNP and build a well-off society on all fronts in the first 20 years of the new century. Development of the capital market is of great significance in this regard. //

In consideration of the current situation and by drawing upon practices of overseas mature markets, China is actively putting forward a series of measures to reinforce infrastructure construction of the capital market, establish and improve various systems for the development of the capital market, and create a favorable environment for stable and healthy development of the capital market. //

Development of the capital market has changed traditional accounting concepts, demanding that techniques and methodologies that fit the operation of the capital market should be applied to accounting information processing and that accounting information should be of higher quality. // As such, developing the accounting profession has become an indispensable element for ensuring truthfulness and reliability of accounting information, protecting interests of investors and creditors and safeguarding market fairness and equitability. //

China restored the CPA system in 1980. The Chinese government and the CICPA have implemented a series of reform measures to promote standardization of the profession, rectify order of the accounting market, promote development of professional integrity and upgrade public credibility of the profession. //

Development of the Chinese accounting market has gone hand in hand with reform and opening up of accounting. Liberalization of the market has achieved incremental progress. At the moment, there are in China seven Sino-foreign cooperative joint accounting firms, 27

member firms of international accounting firms, seven liaison firms of international accounting firms and 20 representative offices of international accounting firms. // Several hundred overseas candidates have passed CICPA exams. Over 30 of them have succeeded in applying for the Chinese CPA qualification. //

In the future, we will continue our focus on development of professional integrity, pay equal attention to professional construction and improvement of the practicing environment, and open up the domestic market. Meanwhile, we will enter the international market, push forward both institutional and technological innovation and promote credibility and competitiveness of the profession in an all-round manner. // As the statutory professional organization of Chinese CPAs, the CICPA will proactively promote the development of the accounting market and the accountancy profession. //

This conference provides us with a rare opportunity to learn from each other and explore relevant issues in a joint manner. Accounting services are interactive. Accounting itself is an international business language. // We, the Chinese accounting community, are more than happy to join our international colleagues and exert concerted efforts to face globalization of the capital market, grasp opportunities and respond to challenges. //

I would like to wish the conference a great success. //

Thank You! //

Passage 2

梁庆伟校长, 教授们, 同学们, 先生们、女士们: //

晚上好, 今天你们成为了会计学生协会的核心会员, 这对你们来说意义重大, 你们将从今天开始你们的使命, 实现你们的梦想。//

作为代表香港会计行业的一名立法者, 能应邀来此见证你们的就职典礼, 分享你们的快乐, 与你们一起交流我感到非常荣幸。//

我相信你们大部分人将来会选择会计职业作为你们的人生职业, 对不对? 毕业后希望成为一名会计师或审计员的同学请举一下手好吗? 对, 你们中许多人已经决定了你们未来的职业道路。//

但是在这里我想给你们提个醒——会计这个工作既辛苦, 压力又大。工作时间很长, 必须面对无数次的完成工作最后期限。//

即使你挣了很多钱, 但很可能没有时间来花这些钱, 来享受你的生活。这你能接受吗? 我希望你们认真考虑一下, 然后再决定是否真的要从事会计这门职业。或许这听起来有点危言耸听, 但这是事实。// 要想成为一名会计师, 道路并非一帆风顺。在成为一名成功的会计师之前你会遇到许多挑战。但也会有许多学习的机会。如果你喜欢面对挑战, 如果你能解决与数字有关的问题的话, 会计和税收这条路就很适合你。//

目前会计职业处于发展最好的时期。1999年香港有1,040家会计公司, 现在已经超过了1,300家。10年前在香港会计师公会注册的合格会计师仅有13,000人, 现在已超过了26,000人。// 随着经济贸易全球化以及香港经济和大陆经济联系越来越密切, 会计行业的前景肯定会无可限量。同时, 也会给香港和大陆的会计师带来巨大的机遇。//

我听许多会计圈的朋友说, 作为信息提供者, 会计师需要积极地为香港当地企业和瞄准大陆市场的海外企业提供信息。// 人们也希望会计师能为他们的客户提供有关金融管理和税收方面的专业建议, 甚至提供一些操作或管理上的解决方案。//

因此, 你必须使自己为这些职责作好充分的准备, 必须使自己熟悉不同行业 and 不同

地区的会计制度和管理措施。// 许多朋友告诉我,我们会计行业非常缺乏人才和新鲜血液来满足行业的迅速发展和巨大的人员需求。//

因此,我给你们建议就是不仅要不断提高在会计领域的知识水平,还要提高金融和管理方面的知识水平。不要光把“终身学习”看作是政府提倡的一句口号,而要看作内心深处的一句座右铭,时刻准备着吸收新的知识。提升自己的价值将是成功的关键。

//

同时,一名成功的会计师通常拥有良好的沟通能力。如果你在大陆工作,需要和来自不同文化的人打交道的話,你就必须足够灵活来包容变化,学习新东西,因为随着中国经济的迅速发展其制度也在迅速完善。//

总之,你必须学会调节压力,学会面对挫折和失败。你必须努力工作,并且准备好应对有时较为艰苦的工作环境。//

同学们,不要被我说的话吓倒。你们的未来道路光明,充满机遇。// 还记得我前面说的话吗?目前,会计正处于发展的最佳时期,我们希望这种趋势会不断上升而不是下降。同学们,你们是社会未来的栋梁,因此,要抓住每一个学习机会来提升自己。//

最后,我祝愿大家有一个快快乐乐的大学生活,也祝愿大家的会计生涯硕果累累。谢谢大家。//

Passage 3

女士们、先生们,

今天我很高兴在这里开启“2004年企业所得税协会公约”。本公约为许多澳大利亚大型上市公司的税务专家提供了一个机会来思考税制改革的一些重要问题。// 我们很少有机会积极有效地谈论税制改革问题——对大多数人来说这是一个敏感的话题——因此我希望能充分利用这次机会。//

一个高效而富有竞争力的税收制度是现代经济体系的一部分。税制改革就是要消除阻碍生产力发展的壁垒,促进经济繁荣,使澳大利亚保持目前所拥有的这种令人羡慕的经济地位。//

弗兰克·德伦特最近评估得出结论:由于政府强有力的经济管理,毫无疑问澳大利亚已经经历了一个长期的经济增长,其增长速度已大大超过了其他发达国家的速度。我同意他的说法。// 显然,弗兰克是在公司利润提高以及由此产生的公司税收征管增加的前提下作出的上述评论。不管在什么条件下,公司税收对财政的贡献应归因于经济的持续增长。持续的经济增长已经成为霍华德政府的一个特点。//

谈到税收改革,我同意一位美国财政部官员将近30年前的说法,他说税收改革的蓝图应该是“税收制度看起来像是有人故意设计好的”。当然,从我的角度讲,我能断定政府已经这样做了。//

我为霍华德政府在税收改革,特别是在营业税改革上所取得的成绩感到自豪。这些改革代表了澳大利亚历史上最深远、深刻的税收改革,这么说绝不夸张。//

在最近的一次午餐会上,有人告诉我说只有伴随“真正的政治意愿”时,才会产生广泛的税收改革。// 作为一名已经领导执行营业税改革的澳大利亚政府财政部长,我认为对于税收改革缺乏政治意愿的这种说法,政府有权表示怀疑。//

澳大利亚在过去几年中采取的全面税收改革已经支撑了其经济的持续增长,经合组织一直强调澳大利亚主要的经济改革之一就是税收改革。一个具有国际竞争力、结构稳固的企业税制度已经形成。//

政府已经听取了行业关于采取具体的税收举措消除企业投资障碍的号召,并作出了

积极反应。最近的改革促进了澳大利亚经济更快、更强劲的发展，给澳大利亚带来了巨大的经济利益。//

在2004年4月举行的世界经济展望中，国际货币基金组织曾预言澳大利亚强劲的经济形势将会持续下去。我们知道，创造一种能够使企业蓬勃发展的环境至关重要。// 一个强大的企业能为澳大利亚创造就业，确保重要的投资和贸易，而所有这一切都是经济持续繁荣的关键。//

政府也承诺会为公司治理制定一个强有力的、现代化的、灵活的管理框架。澳大利亚政府正计划推动公司治理，这是使其商业管理逐步实现现代化的另一部分。// 政府制定公司法经济改革计划就是要确保能提高生产力，促进商业活动，增强对企业文化的信心。//

最近我们进行了审计改革和公司信息披露改革，目标就是要通过提高透明度、责任感和股东权利来促进市场运作。// 公司法经济改革计划第9条款恰当地平衡了公司的规章制度，既没有因为不必要的规章使企业负担过重又没有显出过分的指令性。//

很明显，良好的公司治理也包括税收方面的管理风险。正如有人曾说过：“税单并不是公开报价”。// 税务专员最近给澳大利亚大型公司的董事会写信，强调董事会有必要积极参与评估与纳税有关的决定。// 我注意到一些人对税务专员这种做法有些顾虑，同时也有人担心董事会是否有能力克服那些决定风险的技术细节。//

但是，尽管有上述担心，但我想没人会否认税收决策会给一个公司的声誉和股东的收益带来风险。我同意税务专员的观点，公司董事会有责任确保税法实施得当。// 最近的调查显示，公司大部分董事都认为税收是一个真正的公司治理风险区域。对守法纳税的评价应成为每一家公司和董事会在公司治理过程中的一部分。//

实际上，我注意到，对税务专员在审计过程中获得风险管理信息的这种方式的担心依然存在。// 尽管立场是好的，但我们正在和税务局进行讨论，这将确保税务专员和澳大利亚的公司在管理这个问题上达成平衡。// 在治理和税收风险要求之间我会继续认真寻求一种可接受的解决方案。//

我们也正在改变税收改革的进程。最主要的是要实现税收政策、税法作用及制定新税法所需要的新社会协商制度三者之间的统一。// 因此，政府、税收委员会和商界应保持更紧密协商，其中，企业所得税协会及其成员在咨询上担当着重要的作用。// 我们很高兴地看到，企业对近期国际税务制度立法咨询过程的质量和有效性给与了认可。//

弗兰克·德伦特在最近发表的一篇文章中说道：这种新的协商环境也带来了企业参与者的责任。我同意他的说法。// 这些责任也能确保在协商程序一开始参与者就能够认识到这些统一性问题，而不是鼠目寸光，只顾从协商中获利。// 政府必须能够相信协商是在一种真诚坦率的环境下进行的。如果违背了这种信任，协商进程最终将以失败告终。//

你们会注意到在我今天的讨论中，与税务部门协商是每一个税收改革问题一贯的主题。// 通过和利益相关人的接触，政府已经能够利用专业税务人员及其他人的经历和知识来更广泛地改进社会的税收制度。//

政府一直以来面临的挑战就是建立协作的工作关系，这种关系将为分享政府改善税收制度的一贯愿景打下基础。// 今年晚些时候我将有机会来详细地阐述这个愿景。//

在政府实现联合之前我们不得不忍受长时间混乱的税收制度。// 我们这个政府愿意冒着政治风险作出一些攸关国家利益的艰难决定，在这一点上，没有比税收制度改革更能体现这种政治意愿的了。// 我邀请企业所得税协会和政府一道继续为进行税收设计并制定一个更具有原则性的税法而共同努力。这不是一个短期的工程，而是会造福于澳大利亚的子孙后代的一个工程。//

谢谢！ //

第十七单元

III. Passages for Interpreting

Passage 1

我很荣幸能被邀请参加在美丽的广西南宁举办的“中国（广西）—东盟旅游合作论坛”。此次盛会恰逢首届东盟博览会的良机，让东盟国家齐聚一堂，为此我代表马来西亚向这次盛会的组织者表示感谢。//

马来西亚旅游局接受邀请参加此次论坛和博览会，因为我们认为中国的市场潜力巨大，更重要的是我们希望借此机会表达对我们的友好邻邦中国的支持。//

过去600多年以来，马来西亚在很多领域都是中国关系亲密、态度认真的合作伙伴。在座的许多人都知道马来西亚与中国的贸易额是中国与整个东盟贸易额的25%，马来西亚是中国在东南亚最大的贸易伙伴，也是中国在亚洲的第二大贸易伙伴，仅次于日本。因此，马来西亚就像是通往拥有5.5亿人口和超过3,200亿美元市场规模的东南亚国家的要道。马来西亚不仅是东盟的成员，还加入了伊斯兰国家组织，因此能够成为中国投资者很好的战略盟友。//

马中两国的外交关系良好。1974年5月31日马来西亚第二任总理访问中国，两国正式建交。马来西亚成为东盟首个与中国建交的国家。今年，我们共同庆祝两国30年深厚的友谊，两国关系随着高层互动、民间商业和旅游业的往来更为亲密。//

马来西亚是从1972年马来西亚旅游局理事会成立开始发展旅游业的。但因为有其他丰富的初加工资源，那时没有优先发展旅游业。当时，我们以农业和初加工为主，如我之前所说的，比如种植橡胶、棕榈油和开采锡矿。在20世纪60和70年代，马来西亚是世界上最大的锡和橡胶生产国。//

然而马来西亚受到上个世纪80年代中期经济衰退的严重影响，政府决定推动多元化的产业架构。当时，旅游业被认为是可以在短时间内产生效益的产业。因此，政府于1987年成立了文化艺术和旅游部，并在1990年组织了首届马来西亚观光年来推动旅游活动。首届观光年很成功，1994年又举办了第二届马来西亚观光年活动。// 观光年和其他市场推介活动提升了马来西亚旅游业在世界市场的地位。政府也因此对旅游业树立了信心，投入了更多资金推动其发展。例如政府在1997年亚洲金融危机时，为我们提供资金开展“马来西亚—真正的亚洲”活动。//

令人鼓舞的是，在共同努力下，马来西亚的游客人数在上升：从1998年的555万上升至2002年的1,329万。2003年因非典和伊拉克战争，来马来西亚旅游的人数降至1,030万。当然，我们的旅游收入也相应增长：1998年是97亿令吉（合26亿美元），2002年升至258亿令吉（合69亿美元）。但在2003年降至213亿令吉（合56亿美元）。//

Passage 2

Today I have the honor to be invited to give a brief report on the relationship between China and the multinational trading system, which is a very complicated issue. While the university wanted me to talk about China's journey into the World Trade Organization and the economic prospects after its entry, I will try to present a review of this negotiation process,

since most of you here are young and know little about China's WTO entry negotiations. //

Three years after China's WTO accession, we realized, more and more, that the 15 years of negotiation, in particular the last 10 years, is an extraordinarily painful process. To some extent, this process reflects the complexity and hardships accompanying China's reform and opening up, demonstrates our political courage in this process and shows how the world is gradually accepting and adjusting to a rising power. So a review of the WTO entry negotiations reflects some major historical changes of China. //

The 15 years' negotiations from 1986 to 2001 can be divided into three phases, and we learned a lot of important things during each of them. During the first six years from 1986 to 1992, as I mentioned in my report right after the entry, the negotiations concentrated on the market economy. // Now the concept of market economy is widely accepted in China. However, you may not believe that before the year 1992, market economy is actually a taboo phrase in China and the adoption of market economy equals the adoption of capitalism. //

We all know that GATT, or later the WTO, is a global club of market economies and one indispensable precondition for joining this club is the acknowledgement of market economy. Unfortunately, we were unable to meet this critical requirement at that time, which made the negotiation extremely difficult. // We all know that China's economic system back then was called "a commodity economy system with the combination of planned and market regulations"—a rather complex one. And our counterparts had no clear idea about commodity economy. They thought that China's economic system was something like various commodities stacked up in a department store. Therefore, we went to great lengths to explain the commodity economy only to find that they still couldn't persuade themselves to accept it. //

In addition, they didn't believe it's possible to adopt both market and planned regulations at the same time. In their mind, market regulation is objective and subject to the objective economic rules whereas planned regulation is subjective and determined by governmental decisions and policies. The two can never be combined. // Of course, we explained to them that this kind of combination is feasible in China. And they then said that this kind of combination, though feasible, would result in non-transparency, instability and the lack of predictability of China's economy system simply because we could not determine the right time, vigor in adopting either of them. At this point, China's WTO entry negotiation was faced with formidable difficulties. //

The major difficulty is that the concept of market economy was not accepted in China. As it was not easy for us to approach China's economy system at the macro level, then we shifted to the micro level, studying market economy based on the operation of enterprises. // We know that enterprises are the cells of a nation's economy. Whether the national economy is sound or not can be observed from individual enterprises, so we shifted to the micro level. //

During the negotiations in Geneva, many foreign diplomats in China were present and they knew China very well. At one of the sessions, a senior American diplomat in China asked us about how come a factory head, the center of an enterprise and a party secretary, the core of an enterprise shall be combined into one. Many of our delegates were quite annoyed at such a question which touched on political issues, while the negotiation was about economy. // The establishment of party secretary system in an enterprise is our internal affairs which permits no foreign interference. Therefore, we refused to give any comments. //

The American diplomat felt rather wronged and later he came to me explaining that he had not meant to annoy us by asking such a question. He thought that we Chinese delegates had long been talking about the combination of planned and market regulations but without success, it might be better to show them how this combination is realized in the operation of a single enterprise. After his explanation, I realized that he was right, except that he did not have a thorough understanding of the party secretary system. He took the party secretary as being assigned by the government hence representing planned regulation and the factory head as representative of the interest of the enterprise, hence market economy. Therefore, he believed that the explanation of the party secretary system in an enterprise equals the explanation of the commodity economy. As a matter of fact, we felt so enlightened that we decided to focus on the party secretary system in enterprises. // Later, back in China, we sent lots of experts to Geneva to explain this system, only to make things more complicated and we ourselves were also confused. We know that both the party secretary and the factory head are assigned by the central government and they have the same objectives. In short, we couldn't avoid one major difficulty throughout the negotiations, that is, how could China adapt its planned economic system to the multinational trading system featuring a set of international rules based on market economy. //

I remember that Li Lanqing was our minister during the hardest time of the negotiations. He had a relatively open mind. He suggested that we propose Chinese economy system is a planned market economy system. I thought this might be a way out. // Therefore we invited delegates from the USA and other western countries over and asked whether it is feasible if we promised the economy of China is planned market economy. They said of course we could. As long as we promised to be a market economy, it did not matter if there was planning. Many market economy countries were also planned. We were so happy that we filed a report immediately after we came back to China. // But this report didn't even make half the trip, because at that time, we described Chinese economy as a commodity economy with a combination of planned and market regulations. We could not change this fundamental description just for the sake of an international trade negotiation. So this didn't work out either. //

The situation didn't change until 1992, when Deng Xiaoping, in his speech during his tour to South China, proposed that under socialist environment we could also have market economy. In other words, there was no confliction between socialism and the market economy. From today's point of view, Deng's remarks seem to be very common. But for the reform of the entire Chinese economy system, and for the negotiations, it came as such a great breakthrough! Everyone was enlightened. In June that year, Jiang Zemin made a speech in the Party School of the CPC Central Committee and talked about the issue of a socialist market economy. Then the 14th CPC Congress officially declared that the purpose of the reform of our economy system is to establish a socialist market economy. // So we went to Geneva soon after the 14th CPC Congress to attend a meeting, a meeting for GATT contracting parties. I remember that time when we announced that we China have market economy, they applauded for three minutes. They seemed to be more excited than we were because they had been trying for so long and finally we admitted we are market economy. // So from then on, we stepped into a new era in terms of China's economic development, the reform, as well as Geneva

negotiations. From 1986 to 1992, we had been negotiating for six years and we finally got through by promising we are market economy. This laid the most important theoretical foundation for China to take part in international economy, especially in economic globalization. //

Passage 3

The second phase of the negotiation was from 1993 to November, 1999 when the agreement was reached with the USA. During this second phase, we focused on opening up the market. // Opening up the market was a very sensitive thing, not only for China, but for all the countries in the world. It was, and it is now, a very sensitive thing to open up the native market and let in foreign products and services. // But after six years of negotiations, China had realized that opening up the market did not mean making concessions all the time. Opening up the market, to a certain degree, was not concession, but progression. This was what we discovered after six years' hard negotiations. WTO accession negotiation, especially negotiation concerning opening up the market, was extremely hard and complicated. //

It was complicated because, theoretically speaking, if China wanted to be a member of WTO, China had to reach an agreement with each of over 100 member countries in terms of market access. It was solved by bilateral negotiation rather than multilateral negotiation. // Each country had different economic structure and product mix and each country had different concern, so you had to tackle the concerns of each country one by one through bilateral negotiation so as to solve specific problems. With regard to the negotiation with each country, it was easier with some countries while complicated with others. // Take Iceland for example. There is hardly an automobile or manufacturing industry and its polar industry is fishing. Because this country is located in the Arctic Ocean, its polar industry is fishing in the Arctic Ocean. Therefore, the negotiation with Iceland was quite easy, because the requirement of the Iceland delegation was very simple: As long as you reduce the import tariff of fish from Arctic Ocean, we can reach an agreement. We were aware that as we are very far away from Iceland and the cost for fishing in the Arctic Ocean is very high, it would not influence our industry much. // I remember we had a pleasant negotiation with the Iceland delegation. It was a sunny morning in Geneva and we sat in a café I was very happy because I had got full authorization from the central government that I could say yes to the fish tariff reduction and there was no need to negotiate. But I could not immediately say "OK, I agree with all your five conditions" and then end the negotiation within three minutes. So I spent some time talking about Iceland and about the weather in Geneva. After 15 minutes, we got down to business and reached an agreement very soon. It was a really pleasant experience. //

Negotiations with some other countries were also quite easy. For example, Columbia was really concerned with only two things. One is coffee. As we know Columbia is famous for its coffee, and its coffee production is also very large. The other is flower. The flowers produced in Columbia are really nice. // We thought these two things would not pose big problem for China. As coffee is only produced in Hainan and Yunnan in China in small amount, we thought it would make no harm if we import more coffee from Columbia. Furthermore, although we Chinese had been drinking coffee for quite a long history, there were not too many coffee drinkers. Maybe you people who are doing “foreign studies” like drinking some coffee, but as for me, I still don’t like it although I have been dealing with foreigners all my life. // For many Chinese people, coffee makes no good drink. We Chinese people prefer to drink green tea, or Wulong tea. So I thought coffee import from Columbia wouldn’t influence our own industries too much. // As for the flowers, we considered that no matter how competitive Columbia flowers are, since Columbia is in Latin America, the flowers would not be fresh enough after traveling such a long distance. So we did not regard it as great threat to our own industry as well. Therefore, the negotiation with Columbia went on quite smoothly. Looking back, those were really interesting experiences to negotiate with every country. //

Of course, the most difficult negotiation was that with the USA. The USA was really strong and tough in GATT and WTO. Both China and the USA delegations took a while to get used to each other. For example, whenever the USA delegation started a negotiation, they would say: “We United States of America have conditions 1, 2, 3, 4, 5 and there is no room for negotiation.” They usually did this at the very beginning. We were no exception when we began to negotiate with them. // We could not accept this kind of attitude. If we have to accept all these terms and conditions, what is the point of negotiating? Why don’t you just give a list and we sign “YES”? So at the very beginning, there was no substantive negotiation between us. It was just kind of “attitude negotiation”. I am from Hunan and I have a hot temper. We could not accept the USA delegation’s attitude. // I stroke the table for a lot of times. I remember afterwards when the US Secretary of Commerce met Wu Yi, he said to her: “I hope this negotiator of yours do not strike the table too many times.” I thought, if I did not strike the table, you Americans would not have realized they should take a different attitude when negotiating with the Chinese. So after two or three years of negotiations, the Americans knew the Chinese case was not so easy to crack. //

And they were really very bossy in many issues. For example, on tariff reduction for commodities, the USA was quite the opposite to Columbia and Iceland, which just had a few as I mentioned. There were more than 6,000 commodities on the tariff list for China to cut the import tariff. Yet, the USA delegation said: “We are not Iceland. Among these 6,000 commodities, we want to negotiate with you about 4,800 items.” It was quite overwhelming for this declaration. // We felt a great pressure. However, later on when we consulted some WTO experts, they said it was totally unreasonable for the USA delegation to ask to negotiate with us about 4,800 commodities. // It was because according to WTO rules, if a country wants to negotiate the tariff of certain commodity, it has to meet either of the two conditions: the country is one of the top three producers of this commodity, or, it is among the three largest exporters of this commodity. So after careful study of the list, we discovered the USA was neither one of the three largest producers nor exporters for many items. // So we deleted the items one by one and this made the US delegation understand that we Chinese were not knowing nothing. So they began to take us seriously. So you must be knowledgeable when you are negotiating with them, otherwise they will just bluff because they often get away with

that. It was really difficult to negotiate with the Americans. //

From 1993 to 1998, we did not make any progress. Both parties were playing Taiji. However, the Americans could afford the time, but we did not have much time to waste. We did not make any progress in the negotiation with the USA partly because of their strong attitude. But on the other hand, we must admit that inside China there were a lot of arguments going on about opening up the market. // These arguments also dragged the progress of negotiation, because different departments could not reach consensus on a lot of issues.

From 1993 to 1995 and after years of communication, we began to reach some important consensus in terms of opening the market for WTO accession. I think Premier Zhu Rongji played an important role in this aspect. // So after 1998, negotiation with the USA had sped up. We held intensive negotiations with the USA, particularly after it was decided that Premier Zhu would visit the USA in April, 1999. The USA delegation came to China and we went to Washington for twice or even three times in a month. When Premier Zhu visited the USA in April that year, we had generally reached agreement upon many important issues. //

第十八单元

III. Passages for Interpreting

Passage 1

Respected Leaders and Guests, //

“Info China 2007” co-sponsored by the State Council Informatization Office, Ministry of Information Industry, National Development and Reform Commission, Ministry of Commerce and Advisory Committee for State Informatization is officially inaugurated today. As a flagship event of China’s information industry, the conference will surely boost e-commerce development in China in a healthy, fast and lasting way. On behalf of the Ministry of Commerce, I would like to express my sincere congratulations on the opening of the conference. //

Today, I would like to speak briefly on “accelerating e-commerce for the development of modern services”. //

The first point is about the important role of modern services in China’s national economy. //

At the 16th CPC National Congress, the central government brought forward the scientific outlook on development and called for comprehensive, harmonious and sustainable development. Developing modern services is precisely an effective means to this end in line with the new situation of opening-up. //

On March 19, 2007, the State Council issued the Opinions of the State Council on Accelerating the Development of the Services Sector, which clearly indicated that the services sector is an important component of China’s economy and set forth the specific goals for services development: by the year 2010, the share of added value generated by services in total GDP should have increased by 3% over that of the year 2005, its share in the total job creation should have risen by 4% over that of 2005, and total services trade volume should have amounted to 400 billion USD.

The second point is about modern services driven by the broad applications of e-commerce. //

Modern services represent a relatively information- and knowledge-intensive sector based

on modern technology and creative services models. The sector provides high value-added and high-end production and living services. As a typical IT application in economic activities, e-commerce has increasingly become an essential link of modern services development. //

(I) E-commerce enhances the competency of the services sector. //

E-commerce enlarges the scope of marketing activities for service companies, and contributes to customer relations management. E-commerce enables the service sector to deliver broader services to producers, helping them to gain a better understanding of the supply and demand in the market before production, hence with sufficient information exchange, the producers could reduce production costs and increase productivity. //

(II) E-commerce improves service efficiency. //

The application of e-commerce can greatly reduce transaction costs and provide better services for customers, so as to improve overall operating efficiency. The application of e-commerce has inborn advantages particularly in traditional service areas such as finance, logistics, tourism and consultation. //

(III) E-commerce opens up new service areas. //

While continuing to improve service capability in traditional areas, e-commerce is also pioneering in new service areas, which in turn creates more burgeoning business and job opportunities, such as online shopping, online banking, IT support, and the third-party e-commerce service etc. *Alibaba*, the leader of third-party e-commerce service to small and medium-sized enterprises is helping them save the costs of developing and managing e-commerce platform and providing plenty of information on suppliers, as well as imports and exports of products. //

The third point is about the role of the Ministry of Commerce in e-commerce development. //

For many years, the Ministry of Commerce (MOFCOM) has been committed to e-commerce application and development, mainly in the following areas: //

(I) On March 6, 2007, MOFCOM issued the Guiding Opinions on Online Trading (Provisional), aimed at improving the external environment for online trading, preventing risks and boosting healthy and progressive development of online trading. Currently, MOFCOM is working together with the National Bureau of Statistics on e-commerce statistics. The first batch of statistics is expected to be officially released before the end of 2007. China's first official index system for e-commerce statistics is under construction. //

(II) Since 2003, MOFCOM has been compiling the annual China Report on E-commerce. The Report, which analyzes macroscopically the status quo of e-commerce in China and looks into specific areas of e-commerce application such as foreign trade, domestic distribution and online retailing, is playing a positive role in the development of e-commerce in China. //

(III) To roll out e-commerce applications, since 2005, MOFCOM and the Ministry of Education in conjunction with selected universities have been engaged in case and theory study on e-commerce. So far, over 200 e-commerce cases have been studied. //

(IV) At the China Import and Export Fair (Canton Fair), China Hi-tech Fair and other large-scale exhibitions, MOFCOM actively advances the application of e-commerce. Each year, over 8,000 exhibitors are provided with e-commerce service at the China Import and

Export Fair. MOFCOM also encourages and supports Fujian Province to host the Online Fair and Online Investment & Trade Symposium, and encourages Ningbo City to hold the Online Consumer Goods Fair. //

(V) With a view to enhancing local and company-level e-commerce applications, MOFCOM has organized several “advanced training courses on e-commerce” for leaders of local commercial departments. //

(VI) MOFCOM launched the program of Commercial Information Service in Rural Area. On August 25, 2006, MOFCOM launched the New Rural Business Network with the support of the Ministry of Agriculture, Ministry of Information Industry and the State Council Informatization Office. It also held three online fairs for agricultural by-products, with a total transaction value of 4.066 billion RMB. //

(VII) MOFCOM has participated actively in international e-commerce exchanges and cooperation and established mechanisms for exchange with 13 countries and regions. Beginning from 2004, MOFCOM has worked with foreign commercial authorities in the launch of nine economic and trade cooperation websites, such as the “Russia-China Economic & Trade Cooperation Website”, and “Singapore-China Economic & Trade Cooperation Website”. MOFCOM also used information technology to provide comprehensive, updated and authoritative commercial information service to both Chinese and foreign businesses. //

MOFCOM was also involved in e-commerce activities by APEC, ASEM, Shanghai Cooperation Organization (SCO) and other international and regional organizations. It hosted APEC E-commerce Fair, APEC High-Level Symposium on E-commerce and Paperless Trade and the ASEM Conference on E-Commerce in 2004, 2005 and 2006 respectively. //

To conclude, I wish the conference a great success! //

Passage 2

各位晚上好！我一直在盼望今晚的到来，因为很多年以前我就知道CeBIT对全球信息技术产业有多么重要。因此在演讲之前我首先要对你们邀请我参加这个重要的会议表示衷心的感谢。//

对于今晚要说的内容我想过很多。一方面，我是作为信息技术产业界的代表出席这次比其他任何技术展览会的规模都大的会议的。我们的产业是一个对很多事情都很拿手的产业，尤其善于赞美自己的创造发明。// 另一方面，和你们大多数人一样，我的绝大部分职业生涯也是作为这个产业的消费者而度过的。因此，我知道一通承诺之后常常是黎明刺眼的阳光。消费者常常孤立无援，不知道究竟发生了什么事，或者像我们一个非常重要的德国客户的首脑所说的那样，“你们的产业好像对结婚典礼非常在行，但对婚姻却不太懂。”// 因此，虽然今晚我要谈谈信息技术的力量和潜力，但是我希望我能够像五年前刚到IBM时一样，站在消费者的立场上表达我的观点。//

今天晚上，我希望能代表消费者的意见。在我们描绘网络世界将带来的好处的时候，我们的上亿的用户可能已经变成了十亿。// 显然信息技术产业中还有很多工作需要做。我们必须让这种技术使用起来更容易、更自然。在录像上大家看到了现在我们和其他一些人为使信息技术易于使用而正在做的一些事情。在工业标准方面我们已经达成了很多协议，关于通信、安全和软件开发的标准。// 因此我请求你们这些消费者对这个产业保持热情。我们正不断的推出开放的标准，使任何人的软件都可以在任何人的硬件平台上运行，在任何人的网络上运行。//

信息工业还面临着一系列其他的问题——公众政策问题。这方面有一些问题是永远

存在的,比如说隐私权。有一些是新视角下的老问题,比如说因特网全球市场的安全和税收的问题。// 解决这些问题要求国际合作达到一个新的水平。我认为欧盟各个国家为统一货币而作准备树立了一个真正的先驱者榜样,这有可能是欧洲统一进程中签署条约以来最重要的变化。// IBM为能够帮助一些欧盟成员准备此事而感到荣幸,这将从根本上改变欧盟的经济格局并使得我们这些公司更易于在欧洲发展。但是由于网络世界的本质就是全球性的——它只能是全球性的,在这些重要的政策问题上达成协议将使得在这一问题上的合作达到一个新的水平。我们将不得不建立一个全球性的公共政策。//

首先人们必须能够以低廉的价格使用他们必须参与的通信服务,也就是说政府必须鼓励竞争并终结垄断结构。而最近从欧洲传来的消息是很激动人心的。// 歧视性的税收政策也可能压制这个新生的经济引擎,这一点也是显而易见的。我们必须确保电子商务的税收水平与自然贸易的税收水平相同,不能多也不能少。// 经济合作与发展组织正在做这方面的工作,但我们也不是如我们需要的那样能支持到他们的努力。我们还支持使因特网成为一个无关税自由区域的行动。这将是一场激烈的斗争,但也是我们必须一同赢得胜利的斗争。//

其次是安全性。用户对强有力的加密技术的渴望、政府立法领域对保证公共安全和提供法律的能力的关注是可以走到一起的。// IBM正和美国政府、欧盟以及全球的其他政府合作,来支持一个无限制的可以实现全球相互操作的加密产品市场。虽然为了做到这一点我们还有很长的路要走,但对此我充满了信心。而且我们必须做到这一点,因为这里已经投入了太多的赌注。//

最后是隐私权的问题。我们怎么能继续保持这种平衡呢?这种尊重个人隐私权和在广泛联系的世界中信息流动带来的利益之间恰当的平衡。这个的解决方案必须由私营部门发起,而不是政府。这里有几条被所有的行业都证实了的原则,消费者们应该知道对他们有用的、属于他们的信息和有助于他们掌握并证实信息的作用的机会。大量的公司在朝着这个方向努力。// IBM最近采纳了一项在线管理信息的全球隐私权政策,并且把它张贴到了我们在世界上的所有站点上。有了全球协议、合作以及谅解,信息技术产业、政府和我们的客户们就可以勇往直前。我认为并且确信这个全球性的市场将会显著地、安全地成长,并实现它的承诺。这对于每一个人都是非常重要的。//

当我们展望未来时,对这项技术拥有的强大能量,我认为不再会有任何疑问。在令人难以置信的短暂时间里,信息工业发展到了这样的一个程度,我们可以把它和那些曾经改变了我们的世界的伟大技术相媲美。// 我们正看到的、我们正在分享的远远不只是一个新的计算模式,也不仅是人们相互沟通的新渠道。// 信息技术,特别是网络技术,代表的是我们从未拥有过的可以改变世界的最强大的工具。它是经济发展的新的动力,它是一个新的媒介,是可以重新定义所有政府、组织和企业之间关系的本质的媒介,是可以重新定义正在接受它的服务的人们之间的和将来要接受它的服务的人们之间的关系的媒介。// 这个强大的工具是赐予我们大家的。我们中的每一个人都必须决定怎样去利用它,或在什么时候利用它。但无论如何,国家、政府、公共部门和商业组织如果能最有效地利用好这个工具,那势必会给他们创造出巨大的竞争优势,并将他们带入21世纪。//

非常感谢你们,祝愿你们的CeBIT成为历史上最成功的一次CeBIT。//

Passage 3

各位早上好!我很荣幸来到这里。// 今天是微软的一个里程碑,这是我们在中国的第一个专业开发者会议。我们与世界上成千上万的开发者建立的重要伙伴关系,不仅对

windows系统的成功有着至关重要的作用，也对人们意识到个人电脑技术带来的无限可能起很重要的作用。这是通过各行各业把个人电脑技术作为信息时代的工具进行多样化的应用表现出来的。//

每个人都看到了个人电脑技术的革新究竟有多快。即使是像我这样早已深入这个产业中的人，当看到每项技术每年都有新的进步时，还是会觉得非常了不起。// 当然这个产业的快速发展的一个推动因素是计算机处理器性能的高速发展。毋庸置疑，顶尖微处理器的发展造就的芯片魔术般的处理能力使个人电脑得到前所未有的广泛应用。//

个人电脑产业是能制造出价格更低而性能更强的机器的少数几个产业之一。现在的存储系统，信息存储量发展到以千兆字节作为储量标准。每年都有超过八千万台个人电脑售出。而服务器市场——联网个人电脑的更高性能的处理器——是这个产业最为高速发展的部分。// 服务器性能的提高不仅是因为单个处理器计算速度更快，而且是因为我们使用了多核心处理器，也就是所谓的SMP设计，并发展群集节点。//

我们也在服务器层次上改进了高性能软件。因此，一年前，使用个人电脑技术的最快数据处理基准在6,000次/分。而今天，这个数字翻了一倍多，达到14,000次/分。我有信心，明年会再翻一番。//

现在可以说即便是要求最高的应用都能在个人电脑上完成。我们拥有这样强大的处理能力的同时，也需要改善、简化电脑的人机操作界面，使它更易于操作。今天在我的演讲结束部分，我会介绍我们正在做的一些研究，包括书写、视觉和语言方面的研究。它们会使未来的电脑远比现在的自然。这些信息时代的工具是为所有人服务的，而不只是局限于计算机技术领域的专业人员。//

微软对个人电脑的发展方向有个前瞻构想。这就是个人电脑将会成为一个中心，帮助企业分享信息资源。这个前瞻构想的名称叫作数字化神经系统(DNS)，可以帮助企业员工进行文书工作和作出更好的决定。// 数字化神经系统不单只是把各台个人电脑连接起来，也不单是一些标准内容如电子邮件，还能让你真正地仔细思考什么信息是重要的。所以，所有的工作程序，包括下订单、销售计划、人事管理和项目管理都开始充分利用电脑的性能优势。//

通过让企业里的所有员工得到他们所需的信息，使他们专注于真正要做的工作，不仅能使顾客服务得到改进，与全球商业伙伴的合作也会变得非常简便直接。// 数字化神经系统发挥作用的主要平台在于把网络和个人电脑结合起来。当你在处理意外事件时，这种系统的好处将会更加明显。//

在信息时代的经济体中，充满了各种各样的意外事件，如意外颁布的新法令或是顾客想要一些与众不同的产品，或是你的竞争对手正在做的一些事。处理这种计划外事件，数字神经系统能让一个企业比别的企业做得更好。// 说实在话，现代企业只有技术是不够的，还必须能深层次地利用它，取得竞争的优势。//

要让企业得到世界上最好的数字化神经系统其实很简单。事实上，今天大部分的企业都正在投资这些产品：新式电脑、电脑存储器、电子邮件，其中我认为电子邮件会变得非常标准化。今天，当你收到名片时，上面很少会没有电子邮件地址的。// 在中国，我想在5到10年后，大多数的商人都会有自己的电子邮件地址，这不会只是简单的信息交换。今天，纸质表格上填写的所有信息，最终将输入电脑制成电子表格。//

因为每个行业都有自己特有的方法，这就是商业应用对填补这块空白非常重要的原因。微软不会开发这些应用。我们依赖于其他企业，如全球范围内的 SAP、Bond 或是 Peoplesoft，来开发纵向的电脑应用。我想在该领域，许许多多的新企业会拥有不可思议的机遇。事实上，我们在中国的一个大大的机遇就是帮助企业在商务上建立新的应用。

// 在一些企业中，我们可能会把过去建立在 Unix 上的应用经过更新换代而进入新的 NT

时代。而在另外一些企业中，一些应用一开始就利用了 Windows NT 和它强大的