

## Exercise2句子部分 (按照首字母A-Z排序)

序号	单元	单元序	句子
1	3	2	A combination of internal and external factors caused the company to close down.
2	12	6	A lot of people sign up for popular social networks regardless of whether they are going to use them all.
3	2	3	A rather worrying thought struck me.
4	12	3	A team leader was appointed to oversee the project.
5	2	8	Affordability has been a key concern in the assessment process.
6	11	3	After two months' training,the employees are accustomed to adapt to the conditions of the new environment.
7	2	1	All luggage has to be scanned at the airport.
8	4	6	All the pavements were awash with rubbish.
9	11	5	An ecosystem is a system which is formed when a community of organisms interacts with the environment.It provides a variety of goods and services upon which people depend.
10	6	6	Any party has no right to terminate this contract without another party's agreement.
11	10	1	Apple did not have the time and energy to try to come up with groundbreaking ideas.
12	9	4	As a QA manager,you must make a trade-off between which steps are to be automated and which steps are to be executed manually.
13	9	2	As a savvy businessman,he retained rights to these patents,making his applications as an individual rather than through the Patent Arms Manufacturing Company.
14	5	3	As predicted,hedge funds remain a surprise beneficiary of this legislative and regulatory bonanza.
15	1	3	Being generous to others seems to be a trait in all lucky people.
16	11	8	But the marker is not paper,and it acts sensibly only in the long term.
17	1	7	By setting up a subsidiary,we can save the shipping costs and keep complete control of the business.
18	8	7	Depression is often caused by the cumulative effects of stress and overwork.
19	5	8	Digitalization and computerization have not only changed our environment but also our viewing habits and modes of perception.
20	4	3	Fine Arts is a generic term for subjects such as painting,music and sculpture.
21	8	5	From my perspective,the smartphone will continue to enhance the connected home media experience.
22	10	4	Gross margin was 12.4%,up from 7.7% in Q1,but down from 13.2% a year ago.
23	6	4	He is a helpful person and I am sure he will not leave a friend in the lurch.
24	10	5	He listed reasons why he thinks digital textbooks make sense.
25	3	6	Her whole philosophy can be encapsulated in this one sentence.
26	7	6	His refusal to work late was interpreted as a lack of commitment to the company.
27	9	7	I realized that if I could live out of a suitcase for an extended period of time ,I sure as hell didn't need a lot of the stuff I had in my old apartment.
28	9	8	I would say that just in terms of my own contacts with them as well,if you look at what they have done from the start,I think they've moved in a very positive direction.
29	11	2	If a business wants to thrive in the post-industrial economy,it should not overlook the importance of information of information,services,support,and distribution.
30	8	2	If payment is not received,legal action will be our only alternative.
31	5	4	If the customer accepts the offer and signs the contract,the pawn broker sends the customer funds via bank transfer.
32	7	3	If your bold actions fail to align with what you know is right,your efforts will ultimately come undone.
33	12	8	In a time that is full of temptation,more than ever,we need to cling to our principles of conduct.
34	10	3	In the past 12 months it launched more than 35 new and variant mobile devices.
35	6	8	It is believed that these actions consistent with his principles.
36	1	5	It is important to keep in mind the social dimension to these issues.
37	12	7	It is reported that the new range of computers have formidable processing power.
38	1	6	It may not generate high income,but it can make them feel like they're making contributions in one way or another.
39	6	2	Most beginners buy plants on impulse and then hope for the best.
40	12	5	Most scientists believe it is legitimate to use animals in medical research.
41	10	2	Naturally,Sina and Alibaba reckon that they can win much more from their combined efforts.
42	9	5	None of us should ever underestimate the degree of difficulty women face in career advancement.
43	9	6	Nothing <b>cements</b> a friendship between countries so much as trade.
44	5	5	Once the recipient has achieved and moved into the job market,they could repay the funds.
45	5	6	One of the biggest assumptions until recently is the all communications required a media intermediary.
46	12	4	Please observe what the users do,where they succeed,and where they have difficulties with the user interface.
47	7	5	Record profits in the retail market indicate a boom in the economy.
48	1	1	Remember,people have to feel good about your brand.If they see you as a jerk,your brand is doomed.
49	3	3	Reusable software is leveraged across many applications.
50	4	1	She had no illusions about her physical attractiveness.
51	1	8	She was delegated to find a suitable conference venue.
52	2	7	She was presented with a bunch of flowers in recognition of her service to the company.
53	8	3	She worked her way up through the corporate hierarchy to become president.
54	7	8	So ecological logistics is not only a logistics theory of concept value,but we could crystallize it as the operative method to realize its entity value.
55	11	1	Sustainable development is the one that meets the needs of the present without compromising the ability of future generation to meet their own needs.
56	8	6	The business needs a new core of trained administrators.
57	2	2	The college acquired a reputation for very high standards.

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58	11	4	The company lists its current <b>assets</b> at \$56.9 million.
59	7	7	The company says it has reached an impasse in negotiations with the union.
60	11	6	The company seems to have a very old-fashioned mindset.
61	4	8	The economic recovery in Britain was mirrored in the US.
62	7	1	The founding executive team must play an assertive role in defining what must be done and how.
63	4	7	The Government has to grapple with the problem of unemployment.
64	7	2	The great achievement of the past has been to reconcile these contradictory impulses by focusing on practical agreements.
65	9	3	The hotel amenities include health clubs,conference facilities,and banqueting rooms.
66	12	2	The houses will boast the latest energy-saving technology.
67	3	4	The job encompasses a wide range of responsibilities.
68	8	4	The new management intends to institute a number of changes.
69	4	2	The pictures are similar,but there are subtle differences between them.
70	4	5	The President likes to portray himself as a friend of working people.
71	10	8	The problem for the American negotiators,however,is that China never promised to let its currency float.
72	3	1	The products of this company address the needs of real users.
73	1	2	The state wants to retain control of food imports.
74	2	5	There's something creepy about the way of he looks at me.
75	7	4	These modern markets utilize highly effective market incentives and competition to achieve the social welfare goals.
76	6	1	They had to close the factory,giving the workers only a week's notice.
77	8	8	They have already decided to implement the committee's recommendations in full.
78	4	4	They have used the same process for almost 50 years with only minor modifications.
79	12	1	They incorporated many environmentally friendly features into the design of the building.
80	9	1	They should always subsist on a plain,simple,unstimulating vegetable and water diet;and care should be taken that they do not eat too fast,and are not excessive in quantity.
81	5	7	They want to know what punishment the law prescribes for this crime.
82	10	6	This comes less than three months after Apple passed Walmart to become the company with the third-highest market cap.
83	10	7	This month the Census Bureau published a <b>preliminary</b> estimate of poverty,using a new definition.
84	2	4	Tom carefully peeked through the glass window in the door.
85	2	6	Treatment is tailored to the needs of each patient.
86	6	7	Usually temporary workers are ineligible for the pension scheme.
87	8	1	We all should foster those invaluable relationships that push us to the next level.
88	3	7	We are at the start of what the experts say may be the most severe global financial crisis and economic downturn seen since the Great Depression began in 1929.
89	5	1	We can transact Bank-Insurance Link business in this bank.
90	3	5	We must consider all possible contingencies.
91	5	2	We will always confirm the revised amount to you in writing before debiting your account.
92	1	4	What a better way to differentiate themselves than by becoming Apple users and fans.
93	3	8	What attributes should a good manager possess?
94	6	5	What we should do is to form some healthy habits to ease the pressure of life.
95	6	3	You may ask your teacher or your friend to act as one of your references.
96	11	7	You need to learn how to prioritize when you have many tasks to accomplish at the same time.

## 商务英语翻译部分

单元	序号		翻译
1	1	The company is a Sino-American Joint venture.	这家公司是一家中美合资企业。
1	2	The company started operation /was founded in early 2000 and has been doing well since then.	这家公司成立于2000年初, 从那以后一直经营得很好。
1	3	We specialize in /are engaged in/deal in/trade in/handle the import and export of light industrial products and would like to trade with you in this line.	我们专门从事轻工业产品的进出口业务, 愿与你们在这方面开展贸易。
1	4	We are the exporter of long standing and high reputation, and have been in the line of arts and crafts for twenty years.	我们是信誉卓著的出口商, 经营工艺品已有二十年之久。
1	5	Our company is one of the leading distributors of electronic products in the world.	我们公司是世界上主要的电子产品经销商之一。
1	6	In the past twenty years, the company has leaped forward and currently owns five branches in the country.	在过去的二十年里, 公司实现了跨越式发展, 目前在全国拥有五家分公司。
1	7	The company has a staff of about 1000.	公司现有员工约1000人。
1	8	Our turnover has reached US \$500,000.	我们的营业额已达50万美元。
1	9	The company is able to develop and process the products with Qualified Q.C and commodity inspection.	公司能够开发和加工具有合格质检和商检的产品。
1	10	We can timely meet the special needs of our customers by designing and making various types of electronic products.	我们可以通过设计和制造各种类型的电子产品, 及时满足客户的特殊需求。
2	11	Our products are superior in quality to any other brand available on the market.	我们的产品在质量上优于市场上任何其他品牌。
2	12	Our goods have won a high appreciation among our customers.	我们的产品赢得了客户的高度评价。
2	13	The product is gaining popularity because of its fine quality, competitive price and our honest dealings.	该产品因其优良的质量, 具有竞争力的价格和我们的诚实交易而受到欢迎。
2	14	Our silk garments have fine workmanship, novel design and sell well in many markets.	我们的丝绸服装做工精细, 设计新颖, 畅销许多市场。
2	15	The walking shoes are lightweight and will take you where you need to go.	步行鞋很轻, 可以带你去你需要去的地方。
2	16	Available in an array of festive fragrances, our naturally derived gel hand wash will leave your hands soft and clean.	我们的天然衍生凝胶洗手液可以让你的双手变得柔软清洁。
2	17	Our services encompass a wide range of things. As a comprehensive insurance agency, we offer not only housing and car insurance, but health and life insurance among others.	我们的服务范围很广。作为一家综合性的保险机构, 我们不仅提供住房和汽车保险, 还提供健康和人寿保险等。
2	18	The products embrace a complete range of specifications for choice.	产品规格齐全, 可供选择。
2	19	We provide for on-site maintenance within one year after the purchase.	我们提供购买后一年内的现场维修。
2	20	We are prepared to accept orders for goods with customer's own trademarks or brand names.	我们准备接受客户自有商标或品牌的订单。
3	21	Your T-shirts can find a ready market in the eastern part of our country.	贵国的t恤在我国东部市场很畅销。
3	22	Chinese T-shirts are very popular in our market on account of their superior quality and competitive price.	中国t恤因价廉物美而畅销于我们的市场。
3	23	This products has been a best seller for nearly one year.	该货成为畅销货已经将近1年了。
3	24	There is a poor market for these articles.	这些商品滞销。
3	25	Your bicycles find a ready market here.	你们的自行车在此地销路很好。
3	26	They talked over a great length the matter of how to increase the sale of your products.	他们详细地讨论了怎样增加你方产品的销售。
3	27	They are doing their utmost to open up an outlet.	他们正在尽最大努力以打开销路。
3	28	Our demand for this product is steadily on the increase.	我们对该产品的需求正在稳步地增长。
3	29	We are sure that you can sell more this year according to the marketing conditions at your end.	根据你地的标记条件, 我们确信今年你们能销得更多。
3	30	According to our experience, these handicrafts can find a ready market in Japan.	根据我们的经验, 这些手工艺品在日本销路很好。
3	31	We can discuss further details when you have a thorough knowledge of the marketing possibilities of our products.	等你们全面了解我们产品打标签的可能性之后, 我们再进行细谈。
3	32	According to your estimate, what is the maximum annual turnover you could fulfill?	据你估计, 你能完成的最大年销售量是多少呢?
4	33	An advertisement uses words and pictures to persuade people to buy a product or service, or to believe in an idea.	广告使用文字和图片来说服人们购买一种产品或服务, 或相信一种想法。

## 商务英语翻译部分

单元	序号		翻译
4	34	It is important to figure out exactly what you want to tell the audience and what you are trying to get them to do.	重要的是要弄清楚你想告诉观众什么, 你想让他们做什么。
4	35	For most of the ads,it is a common sense to attract your target consumers to buy your products.	对于大多数的广告来说, 吸引你的目标消费者购买你的产品是一个常识。
4	36	We are so used to them that we often don't even realize how many we see and hear in one day.	我们已经习惯了它们, 以至于我们常常没有意识到我们一天中看到和听到了多少。
4	37	A really good advertisement can highly boost your profits because it will draw in many new customers to your business.	一个真正好的广告可以大大提高你的利润, 因为它会为你的企业吸引许多新客户。
4	38	The success in ads comes close with the sense of humor,logic,attractiveness,second meaning of the message,simplicity.	广告的成功与幽默感、逻辑性、吸引力、信息的第二含义、简单性密切相关。
4	39	Using humor is always a safe,popular method of getting your point across while having your products remembered by public.	在让公众记住你的产品的同时, 使用幽默总是一种安全、流行的方法。
4	40	The advertisement has brought great response,which has made the product a best seller.	广告引起了很大的反响, 使该产品成为畅销货。
4	41	That billboard advertisement over there looks very appealing.After seeing that,I want to go buying that soap.	那边的广告牌看起来很吸引人。看完之后, 我想去买肥皂。
4	42	Public service advertising is often run for free,and are meant to educate people about health,safety or any other problem that affects public welfare.	公益广告通常是免费投放的, 目的是教育人们有关健康、安全或任何其他影响公共福利的问题。
5	43	We give a ten percent discount for cash payment.	现金付款, 我们打九折。
5	44	We are prepared to allow you a special discount of 5% to compensate for the trouble we have caused.	我们准备给你们5%的特别折扣, 以补偿给你们造成的麻烦。
5	45	The highest discount we can allow you on this article is 10%.	这种商品我们能给你的最高折扣是10%。
5	46	We have replaced the broken glassware.In addition,we offered/granted the customer a 5% discount.	我们已经更换了破碎的玻璃器皿。此外, 我们给客户5%的折扣。
5	47	Having given it a further thought,we think that 5% specail discount on price will help you enlarge your trade in Africa.	经过进一步考虑, 我们认为5%的价格特别折扣将有助于你方扩大在非洲的贸易。
5	48	The 5% discount can be deducted from the L/C and after shipment we will send you a check to cover the 3% commission.	5%的折扣可以从信用证中扣除, 装船后我们将寄去支票以支付3%的佣金。
5	49	To be frank with your,a discount of 4% wouldn't help very much.	坦率地说, 4%的折扣不会有太大帮助。
5	50	We usuallly get 5% to 10% discount from your suppliers.	我们通常从你们的供应商那里得到5%到10%的折扣。
5	51	If your order is large enough,we can allow you a higher discount on our price.	如果你方订货数量大, 我们可以在价格上给你更高的折扣。
5	52	If you insist on your price and refuse to make any concession,there will be not much point in further discussion.	如果你方坚持自己的价格, 不作让步, 我们没有必要再谈下去了。
6	53	I've just graduated from a university,and I hope to find a job.	我刚从大学毕业, 希望能找到一份工作。
6	54	I woder whether you have any position open.	我想知道你们是否有空缺。
6	55	Are there any positions vacant in your company?	你们公司有职位空缺吗?
6	56	I'm interested in the post of a sales manager you advertised in yesterday's newspaper.	我对你们在昨天的报纸上刊登的招聘销售经理的广告很感兴趣。
6	57	I'd like to know if you need any full-time computer programmer.	我想知道你们是否需要全职的电脑程序员。
6	58	I saw your ad in today's newspaper for a cashier.May I apply for it?	我在今天的报纸上看到你们招聘出纳员的广告。我可以申请吗?
6	59	I want to have a good-paying job with excellent hours.	我想找一份薪水高、工作时间好的工作。
6	60	As soon as I complete my training,I'm going to be a bank clerk.	我一完成培训, 就打算当一名银行职员。
7	61	Thank you all for coming.Let's get started.	谢谢大家的到来。让我们开始吧。
7	62	I'd like to call themeting to order.Let's get down to business.	我宣布会议开始。我们谈正事吧。
7	63	On the agenda today are the following points for discussion.	今天的议程上有以下几点要讨论。
7	64	Shall we move on to the next item on the agenda?	我们进行议程上的下一项, 好吗?
7	65	I'm sorry to interrupt you,but I'm afraid we are running out of time.	很抱歉打扰您, 但恐怕我们没有时间了。
7	66	Could you elaborate on that?	你能详细说明一下吗?

## 商务英语翻译部分

单元	序号		翻译
7	67	Shall we get back to the main point?I'm afraid we're getting a bit off the point.	我们回到正题上来好吗?恐怕我们有点离题了。
7	68	What do you think of this proposal?Anything to add?Any questions?	你觉得这个提议怎么样?还有什么要补充的吗?有什么问题吗?
7	69	Before we close,let me just summarize the main points.	在我们结束之前,让我总结一下要点。
7	70	OK.I declare the meeting adjourned.	好的。我宣布休会。
8	71	Haier culture is the right value which takes innovation as its core of Haier people.	海尔文化是海尔人以创新为核心的正确价值观。
8	72	Staff's general acceptance and the initiative participation are the Haier culture biggest characteristic.	员工的普遍接受和主动参与是海尔文化的最大特点。
8	73	Haier culture is not only highly respected domestically,but it has also been profiled in MBA case studies by world-recognized universities,such as Harvard University.	海尔文化不仅在国内备受推崇,而且在哈佛大学等世界知名大学的MBA案例研究中也提及。
8	74	The company will be insisting on the concepts of development by science and technology,surviving by quality,winning clients over by sincerity as well as profits by management.	公司将坚持以科技求发展,以质量求生存,以诚信赢得客户,以管理求效益的理念。
8	75	The company's core culture:Serving Customers;Accuracy and Truth Seeking;Trustworthiness and Integrity;Innovative and Can Do Spirit.	公司的核心文化:服务客户;准确求实;诚信正直;
8	76	The company's core value:Quality Primacy,High Reputation,Service Supremacy,Equality and Mutual Benefit.	公司的核心价值观:质量第一、信誉至上、服务至上、平等互利。
8	77	Is there any earlier flight?	有更早一点的航班吗?
8	78	The company's core value:Unity,Striving,hard Work,Creation and Dedication.	公司的核心价值观:团结、拼搏、拼搏、创造、奉献。
9	79	Do I have to make a reconfirmation	我还要再确认吗
9	80	Is there any earlier flight?	有更早一点的航班吗?
9	81	Could you tell me any reservation number, please	请告诉我您的预订号码好吗
9	82	Could you change my flight date from London to Tokyo	请你更改一下从伦敦到东京的班机日期好吗
9	83	Please come to the airport by eight 30 at the latest	最迟要在8点30分到达机场
9	84	I think we can draw up a tentative plan now	我认为现在可以先草拟一具临时方案
9	85	Here is a copy of itinerary. We have worked out for you. Would you please have a look at it	这是一份行程单。我们帮你解决了。请您看一下好吗
9	86	We have arranged our schedule without any trouble	我们已经很顺利地把日程安排好了
9	87	We will leave some evenings free, that is, If it is all right with you	如果我们愿意的话,我们想留几个晚上供你们自由支配
9	88	If the manager wants to make any changes, minor alteration can be made then	如果经理有什么意见的话,我们还可以对计划稍加修改
9	89	I was wondering if you would like to go to the dinner party with us	我想知道你是否愿意和我们一起去参加晚宴
9	90	We are very honored to be invited to this magnificent dinner	我们很荣幸被邀请参加这次盛大的晚宴
9	91	Can you teach me some traditional Chinese/ Western table manners	你能教我一些中国/西方的传统餐桌礼仪吗
9	92	How do I use the chopstick Knife and fork	我如何使用筷子、刀和叉
9	93	We'd love to have the pleasure of your company at a dinner party this evening	我们希望今晚能有您的光临参加晚宴
9	94	I'm really a bit nervous now ,for I know nothing of your table manners	我现在真的有点紧张,因为我对你们的餐桌礼仪一无所知
9	95	I'd like to propose a toast to our friendship and cooperation	我提议为我们的友谊和合作干杯
9	96	It's my treat today. How much is the total	今天我请客。总共多少钱
9	97	Thank you for you hospitality and your dinner	谢谢你的款待和晚餐
10	98	By exploring new markets, our company has a net profit of RMB 2 million in the first quarter of this year	通过开拓新市场,我们公司今年第一季度实现净利润200万元
10	99	As is shown by the graph. There has been a rapid increase in the sales of the company in the past three years	如图所示。在过去的三年中,公司的销售额迅速增长
10	100	The output of the 10 main items in our company this year has been on the increas to a great extent	今年我们公司10种主要产品的产量有了很大的增长

## 商务英语翻译部分

单元	序号		翻译
10	101	The year of 2019 witnessed a slow decline in our company's export	2019年, 我公司出口缓慢下降
10	102	The export volume of the company fluctuated with the seasons	该公司的出口量随季节变化而波动
10	103	The export of electronic products to that area has increased rapidly in the past few years	过去几年中, 对那个地区的电子产品出口迅速增加
10	104	The graphs show a threefold increase in the volume of the products exported	图表显示出口产品的数量增加了三倍
10	105	The table shows the changes in the volume of sales and profit over the past decade	这个表格显示了过去十年的销售额和利润的变化
10	106	Compared with the previous year, the export volume of the company has increased by 50% this year	与去年相比, 今年公司的出口量增加了50%
10	107	this bar chart shows how price affects people's buying of shoes in the supermarket	这个条形图显示了价格如何影响人们在超市购买鞋子
11	108	Nowadays, many companies have strong corporate social responsibility programmes designed to help create a prosperous, inclusive society.	如今, 许多公司都有强有力的企业社会责任计划, 旨在帮助创建一个繁荣、包容的社会。
11	109	Manufacturing companies should strive to ensure that production is clean and careful, and look for ways to minimize energy consumption and waste products.	制造企业应努力确保生产的清洁和谨慎, 并寻找减少能源消耗和废物的方法。
11	110	Actually, measuring company performance is not just a case of looking at turnover, profits and dividends. We should also evaluate it in terms of its business ethics. Code of ethics is the core of company culture and is an important for companies striving for long-term prospects and growth.	实际上, 衡量公司业绩不仅仅是看营业额、利润和股息。我们还应该从商业道德的角度来评估它。道德规范是企业文化的核心, 是企业追求长远发展的重要因素。
11	111	Besides, companies have the social responsibility to protect the environment. We should also see if companies have tried their best to mitigate their own environmental impacts, for instance, to see if they have tried their best to minimize waste in their operations through efficient management of resources.	此外, 公司有保护环境的社会责任。我们还应了解公司是否已尽其所能减轻其自身对环境的影响, 例如, 看看它们是否已通过有效管理资源, 尽其所能减少其经营中的浪费。
11	112	Ethical business practices can generate better profits and better returns. Perfect and better returns for investors, especially in the long run.	有道德的商业行为可以产生更好的利润和回报。为投资者带来完美和更好的回报, 特别是从长期来看。
11	113	Some ethical requirements for businesses are codified into law; environmental regulations, the minimum wage, and restrictions against insider trading and collusion are all examples of the government setting forth minimum standards for business ethics.	一些商业道德要求被写入法律; 环保法规, 最低工资。对内幕交易和共谋的限制都是政府制定商业道德最低标准的例子。
11	114	Ethical accounting practices, treatment of employees, interactions with the public and information disseminated to shareholders can have a direct impact on the overall profitability of the company.	会计道德规范、员工待遇、与公众的互动以及向股东传播的信息都会对公司的整体盈利能力产生直接影响。
11	115	Corruption and unethical conduct on an unimaginable scale do not remain the preserve of government officials. Infringement of intellectual property rights remains a major headache for the majority of the most famous and sought after global brands in China.	难以想象的腐败和不道德行为不再是政府官员的专利。侵犯知识产权仍然是大多数在中国最著名和最受欢迎的国际品牌头疼的问题。
11	116	With consistent ethical behavior comes an increasingly positive public image. To retain a positive image, businesses must be committed to operating on an ethical foundation as it relates to treatment of employees, respecting the surrounding environment and fair market practices in terms of price and consumer	随着一贯的道德行为, 公众形象也越来越积极。为了保持良好的形象, 企业必须致力于在对待员工、尊重周围环境和公平的市场行为方面(包括价格和消费者待遇)的道德基础上经营。
11	117	The importance of business ethics reaches far beyond employee loyalty and morale or the strength of a management team bond. The ethical operation of a company is directly related to profitability in both the short and long term.	商业道德的重要性远远超出了员工的忠诚度和士气, 或者管理团队的凝聚力。企业的道德经营直接关系到企业短期和长期的盈利能力。

# Text A

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### 1.1.1 Unit 1 成功小企业主的六大特征

#### 成功小企业主的六大特征

据最新统计，美国有 2960 万家企业，其中 99.9% 可以归为“小型企业”，但是小型企业同样重要，在过去的 15 年里，最大规模仅 500 人的小企业创造了 64% 的新工作岗位。占据国内生产总值的 50% 和全国私营部门工资总额的 44%。

目前卫士人寿保险公司的小企业研究做出了一项研究比较了小企业主的关键特质，从内部人士的角度提供了一种观点，即哪些特质让成功导向型的小企业主与雄心不足的同行人区别开来。

《卫士人寿保险公司指数：美国小企业主的头等要事》调查了 1100 多家小企业。那些计划在 2008 年至 2009 年度增长为 10%，以及打算在 2009 年至 2010 年扩展业务的公司被认为是“成功导向型”。近一半的企业，属于这个研究群体。

#### 成功小企业主的六大特征

该研究所所长马克·沃尔夫表示：“我们想知道，那些说自己将会成功的人与只是简单想在未来几年维持业务的企业主相比，是否持有不同的想法和热情，以及这一差异是否重要。”

六种人格特征由此而生。“它确实强调了企业家的类型并不只有一种”，该研究所的特别学术顾问，兼多校女性和企业所有权研究系列的戴安娜项目联合创始人帕特丽夏·格林博士说，“这些特征是行为，但更重要的是，它们是可以学习的行为。”

#### 协作

成功导向型小企业主懂得如何有效地在企业内部授权，以及如何与他们的管理团队

队、员工、顾问、供应商和客户建立牢固的个人关系。

沃尔夫表示，在这项调查中，协作不仅是团队的内部建设——“让员工因作为团队的一员感觉更好”——还包括在运营之外建立联系。格林说：“这一切都与人际关系有关，因为通过人际关系，小企业主可以为他人创造机会，也能够依靠他人为自己创造机会”。

#### **踌躇满志**

成功导向型小企业主更希望“做一些喜欢做的事情来谋生”“能够决定赚多少钱”以及“能够从创造价值中获得满足感。”

沃尔夫和格林认为关键在于企业家精神是个人的，个人成就感和对自己事业的掌控感有助于推动个人走向成功。

#### **着眼未来**

规划短期和长期的未来是成功导向型小企业主的关键特征。他们更关注资金流，更可能有“深思熟虑的企业长远发展计划”以及“深思熟虑的日常经营计划”。

格林说：“对企业家来说，有长远的眼光和有短期的目标同样重要。成功导向型受访者往往对成功有更直接的愿景。”

#### **好奇**

成功导向型小企业主在学习别人如何经营企业方面更为开放。他们积极寻求关于管理、商业创新和前景展望的最佳实践见解，也在积极寻求发现、激励和留住员工的方法。

“我们对学习的兴趣有很多疑问，”沃尔夫说。对于小企业主来说，这项研究表明，好奇心不仅仅是在第一线学习，而且是在自己和企业之外寻找答案。

#### **精通技术**

对于成功导向型小企业主，技术是一个关键的杠杆。他们更重视公司的网站，更有可能“大量依赖技术，促使我们的业务有效化和高效化发展”。

沃尔夫指出，“精通技术”维度并不意味着盲目地走任何随之而来的新技术道路。“精通技术指的是意识到新技术的出现，然后根据哪些技术适合公司的行业和使命做出选择。”有时候，最好的技术决策根本不是高科技——想想里奇·米勒备受追捧的《国会传真》时事通讯吧。

#### **行动导向**

成功导向型小企业主更致力于“带领企业去下一个层次”“使自己有别于竞争对手”以及“当我准备退休时，有东西可销售”。他们也把逆境看作是“帮助自己前进的背后推动力”毫不奇怪。相较于其他小企业主，他们更不关心整体经济状况。

格林说：“当你听到或看到这些特质时，它们对于那些对自己的工作充满热情的小企业主来说是非常有意义的。”“这些成功人士都是终身学习者，这六个维度中最有价值的一点是，它们都是可以被习得的。”

《卫士人寿保险公司指数：美国小企业主的头等要事》是美国卫士人寿保险公司的附属机构小企业研究做出的调查研究。

### **1.1.2 Unit 2 图像识别将如何改善社交媒体广告**

#### **图像识别将如何改善社交媒体广告**

这项技术可能会让用户觉得有些不安，但它可能会给你带来很大好处，帮助你锁定正确的客户。

如今，越来越多的公司意识到，在社交媒体上吸引受众的注意力是宣传产品、提高网站流量和提升转化率的最佳方式。事实上，根据“全球网站索引”，现在互联网用户平均每天在社交平台上花费的时间比看电视的时间长 15 分钟。总的来说，社交媒体的力量日益增加，随之而来的是更强大、更有效的社交媒体广告。



因此，脸书最近获得了一项新的图像识别技术专利，这将改变广告商在社交媒体上获取照片的方式。这项新技术将能够在社交媒体上同时扫描数千张图片，并对其进行分类，以找出你的产品、竞争对手的产品、徽标等内容。

虽然这项技术可能会让大多数用户感到些许不安——它基本上是在社交媒体上跟踪用户的照片并与广告商分享这些照片和个人资料信息——但它可以为你的企业带来许多好处。那么，当它到来时，你将如何使用这种未来技术更好地在线上向目标受众推送广告？

以下介绍了图像识别将如何改善社交媒体广告。

#### **确定用户最喜欢的产品**

如前所述，脸书的图像识别技术能够扫描社交媒体上的照片，识别图像中的某些产品和徽标。因此，这项技术能够帮助你找到目标受众选择的最喜欢的产品。例如，你可以使用该技术来查明你的目标受众是否在使用竞争对手的产品。

查明这些信息可以帮助你针对用户群体定制自己的社交媒体广告，并鼓励他们改变选择。

另一方面，你可以在网上发现已经在使用你的产品，且在网发布产品照片的用户，并利用这些信息向他们销售或交叉销售相关产品。这项技术甚至可以鼓励重复购买。例如，如果一个用户在社交媒体上发布了一张他最近的星巴克订单图片，那么很快就会有一则星巴克的广告显示在这个社交媒体上，以说服这个喝咖啡的人回购。

#### **确定购买行为**

图像识别还可以通过确定购买行为帮助你找到更多的目标受众。想象一下：图像识别软件扫描社交媒体上的图像后，发现一个用户发布了自己的照片，她戴着卡地亚手镯，手上拿着路易·威登的手提包。

该信息将告诉你，此社交媒体用户有兴趣购买奢侈品，并且收入可能高于平均水平。与其把时间浪费在向不感兴趣的用户宣传你的奢侈品牌上，不如使用图像识别软件让你很好地了解谁最有可能成为你的客户。

例如，劳力士脸书广告不会被所有人点击。但如果你在奢侈品版块，使用图像识别软件可以让你专门向奢侈品购物者展示广告。

别忘了图像识别软件也可以扫描其他类型徽标的图像。因此，如果有人在社交媒体上发布了自己在厨房里的照片，图像识别系统就可以扫描并识别背景中的产品标签。如果看到的这些产品属于通用品牌，你可以猜测该用户购买力。

#### **查找产品新用途**

你还可以使用图像识别软件来发现客户正以全新方法使用产品。图像识别不仅可以扫描

产品的社交媒体图像，还能够识别图像中的其他对象。举个例子，假设你制造了一个专门为露营者和徒步旅行者设计的背包。但是，当图像识别软件在脸书上扫描你的产品图像时，该工具会发现许多图像的共同点：你为远足者制作的背包正被许多高中和大学生用于日常生活。找到这些新粉丝以及产品的新用途将使你能够更好地向未发掘的受众推销产品。

#### **致你**

如你所见，图像识别很快就能给你的社交媒体广告增加额外的能量。你将能够了解社交媒体用户的生活，从而准确地找出目标受众在哪里以及他们想要什么，而不是针对年龄、性别、地点和兴趣等一般人口统计特征投放广告。是否紧张不安？有点。那有效吗？极其有效。

### **1.1.3 Unit 3 运用 SWOT 分析制定营销策略**

#### **运用 SWOT 分析制定营销策略**

SWOT 分析是一个分析组织优势、劣势、机会和威胁的简单模型，以此为市场营销战略奠定基础。要做到这一点，它需要考虑一个公司能做什么、不能做什么以及任何与公司产品或服务相关的潜在有利或不利条件。

#### SWOT 分析在制定营销策略中的重要性

SWOT 分析通常被视为与规划相关的一个关键步骤，它看似简单，实则提供了巨大价值。该系统将环境分析中的信息组合起来，并将其分为两部分：内部问题（优势和劣势）和外部问题（机会和威胁）。

这种级别的分析使一个组织能够确定，是否存在有助于实现具体目标的因素（由于现有的优势或机会），或者是否必须先克服一些障碍才能实现预期结果（由于劣势或威胁）。

#### 什么是 SWOT 分析？

如上所述，SWOT 分析过程会评估公司的优势、市场机会和潜在的威胁，对影响企业整体成功的潜在和关键问题提供有竞争力的见解。此外，SWOT 分析的主要目标是确定并将所有可能对成功产生积极或消极影响的重要因素归到四个类别中的一个，从而为你的企业提供一个客观和深入的见解。

这有助于发展和确定组织目标，因为这四类的每一个都提供了具体的见解，可以用来制定成功的营销策略，它们包括：

**优势**——组织内部和控制范围内的积极属性。优势通常包括资源、竞争优势、员工队伍中的积极因素，以及与你最擅长的业务相关，尤其是所有能增加价值或提供竞争优势的内部因素。

**劣势**——在控制范围内，但会削弱你获得或保持竞争优势的因素，如专业知识不够、缺乏资源、获得技能或技术的机会有限、不合格的服务或较差的地理位置。弱点包含了企业内部的负面因素，这些因素会降低产品或服务提供的整体价值。这一类别在提供组织评估时非常有用，前提是你能准确识别公司的弱点。

**机会**——是指代表企业存在的动机和市场繁荣的所有外部因素。这些因素包括在市场中存在的提供利益的特定机会，包括市场增长、生活方式的改变、解决当前问题的方法，或者提供相对于竞争对手更高价值的基本能力，以促进对产品或服务需求的增长。需注意的一个因素是对时机的掌握。例如，你所提供的机会是持续的还是有限的？

**威胁**——是指组织无法控制的所有外部因素，他们有可能使营销策略或整个业务处于风险之中。竞争是最主要也是最常见的威胁。然而，其他威胁可能包括难以维系的供应商价格上涨、政府监管的加强、经济低迷、负面的媒体报道、消费者行为的转变或导致产品或服务过时的“跳背游戏”技术的引入。尽管这些外部力量超出你的控制范围，但 SWOT 分析仍有助于创建一个应急计划，在问题出现时，使你能够快速有效地解决。

#### 将 SWOT 分析转变为战略计划

只要在 SWOT 分析的四个象限中建立了与业务产品相关的特定价值，就可以根据学到的信息制定战略计划。例如，一旦组织确定了自己的内在优势，就可以利用它们来追求最适合的机会，从而有效地减少与威胁相关的潜在劣势。同样，通过识别组织应对外部威胁方面的弱点，可以在改进与产品相关的防御策略的同时设定计划，从而消除或将弱点最小化。

重要的是，要记住 SWOT 分析可能而且往往会受到执行分析人非常强烈的影响。所以让外部的商业顾问来审查分析结果以提供最客观的计划是一个不错的主意。

### 1.1.4 Unit 4 多芬广告分析

#### 多芬广告分析

多芬沐浴露是联合利华旗下的个人护理品牌，属于一种美容类的包装消费品。多

芬沐浴露是一款面向普通女性市场的美容沐浴露。本案例研究的重点将放在多劳美容沐浴露上。多芬女士沐浴露在全球 80 多个国家有售，但仅在六大洲中的 13 个国家生产。这意味着，该公司必须想出正确的广告方式，才能在没有实际生产该产品的国家获得市场份额。

### 广告目的

多芬品牌的所有者联合利华有限公司意识到，广告宣传活动引发了一些影响女性群体的问题。2004 年，该公司指出，大多数女性都面临着接纳自我和身体形象的难题。媒体充斥着对理想之美的虚假认知。多芬的沐浴露广告是多芬“真美行动”的一部分，它试图打破传统广告所宣扬的刻板印象。此次活动的目标是真实呈现该沐浴露的好处。该广告将该沐浴露描述为一种能为任何样貌、体态的所有女性带来益处的产品。

### 创意策略

化妆品行业广告选用的模特长相比广告产品的终端用户普通女性更出众。结果导致消费者对产品产生了误判。采用普通方法打广告的化妆品的长期使用效果令人失望，因为产品本身不能改变消费者的外形来匹配模特。这种期望和结果之间的不匹配导致消费者对产品愈发不满，从而导致销售额下降。

多芬沐浴露是女性产品系列的一部分，该系列将自己定位为一个不限外形、长相，所有女性均可使用的品牌。广告宣传通过推出“美是相对的、独特的”这一想法，致力于帮助女性接纳自我。因此，女性没有必要努力对化妆品行业大多数广告所宣传的人造美女进行徒劳的模仿。

多芬沐浴露广告宣传活动不仅关注美的社会方面，相反，它陈述了沐浴露的简单功能且没有任何形式的夸张。广告也反映了多芬沐浴露在女性身体护理上的可靠性。广告选用普通的女性代替模特，以此表明产品的真正目标是照顾到所有女性的多样化需求，不论她们的长相或种族。正因这种创造性，该公司已经能够使自己远离美丽的谬论，同时关注客户的真实需求。

### 社交媒体广告

多芬沐浴露的社交媒体宣传活动是为女性量身定做的，无论她们的长相如何。它是主流媒体广告的延伸，旨在根据女性的真实美来塑造她们。

### 竞争力

该产品的主要竞品是妮维雅（Nivea），由德国拜耳斯道夫公司生产。和多芬沐浴露一样，妮维雅沐浴露以品牌名称销售。妮维雅沐浴露已越来越多样化，还包括男性产品。然而，妮维雅的广告一向针对由富人构成的利基市场。而多芬沐浴露是包容性的，它设法满足全体人民的需要。同时它们以其多样化的满足不同的女性需求。这两家公司使用相同的媒体渠道为产品做广告包括广告牌、大众媒体和印刷媒体。

妮维雅公司广告的主要区别在于他们所假定的焦点。妮维雅沐浴露的广告使用的是模特代言的通用方法。其广告的本质是让女性产生一种错觉，以为自己最终会拥有与模特相似的外表。妮维雅广告的直接信息是，用户在使用广告产品后会发生相当大的变化。广告中暗含的信息是女性必须看起来像模特，才是美丽的。

这种认知有误导性，因为模特的一些特质是固有的。该产品不能给人们增加任何内在品质。另一方面，多芬的浴露广告使用的是真正的普通女性。广告方式传达的信息是，个人不需要成为模特，也不需要拥有模特般的品质就可以变得美丽。因此，大多数女性对自我接纳持开放态度。多芬广告是建立在没有夸张成分的事实基础上的。

### 媒体策略

多芬沐浴露活动是多芬“真美活动”的一部分，它采用大多数常规媒体渠道来宣传这一理念。它也在数字媒体如电视和广播电台上做广告。该活动的广告是为迎合目标媒体而设计的。然而，这些变化并没有改变欣赏女性真正美丽的主旨。活动所用的广告

牌描绘了各个种族的快乐女性。

### 1.1.5 Unit 5 国际支付系统

#### 国际支付系统

##### 国际支付简介

如果你曾在国际门户网上购物或从国外收到过付款，你可能会想知道款项是如何在世界各地流动的，以及哪些银行和金融机构支持全球商务和贸易。

进一步而言，如果你在一家与国际供应商和客户有全球供应链的公司工作，你将多次与复杂的机构和银行网络打交道，这些机构和银行将款项将会从供应链或价值链的一端发送到另一端。

此外，当各国之间进行贸易、中央银行之间进行交易以及各国银行之间进行交易时，它们都参与了国际支付体系这一全球支付流的基石

##### 国际支付系统的组成部分

那么，国际支付系统的组成部分是什么？首先，银行和金融机构构成国际支付的第一层，它们持有其他全球银行的账户，而其他全球银行又持有前者的账户。这使银行能够发送和接收彼此的款项，因为它们可以简单地借记自己的账户并贷记对方银行的账户，而反之又会使付款流向收款行，从而借记发款行并贷记其账户。

事实上，可以说银行（如花旗银行）是国际金融集团的一部分。

通过将汇款人的钱在任何时间、任意地点汇往任何收款人处的方式，花旗银行、渣打银行、汇丰银行和巴克莱银行构成了国际支付系统的生命线。

然而，对于银行和其他金融机构来说，在没有共同的协议和沟通标准的情况下，仅仅相互转账是不够的。换句话说，它们需要用彼此理解的“语言”来“交谈”。

一个构成了这种交流的基础的共同协议由此而生，即 **SWIFT** 标准其首字母缩写代表“全球国际资金转移协会”，其中，该支付标准规定了国际支付网所有参与者必须遵守的规则和条例，以确保银行和其他金融机构之间有通用的信息和通信标准。

例如，发款行、收款行、中间人以及地址和其他详细信息将以银行间标准的特定格式写明，以便支付价值链中的每个参与者都能准确地知道支付消息中包含的内容。

##### 国际支付运作方法示例

举个例子，如果你在美国想向印度汇款，你必须首先设置受益人，然后从你的账户向受益人转账。这个价值链完成后，下一步就是你在美国的银行借记你的账户，并用这些资金贷记它的账户。在这之后，美国银行会将资金转移到其在印度的合作银行，或者如果其与印度银行没有任何交易，它会联系在美国有此交易的银行，在上述两种情况下，资金会从美国的银行转移到印度的银行。

一旦印度的银行收到这些资金，它们必须将其发送给最终受益人，将借记最终受益人账户，并贷记给收款人。同样，此过程可能需要一到两个步骤，具体取决于在接收资金的相关银行持有账户的收款者

##### 国际支付系统的自动化与数字化

从上文例子中可以看到，国际支付涉及复杂的交易链和支付路线，需要多家银行和金融机构之间的合作和协调。所有流程都可以通过使用 **SWIFT** 标准的自动支付系统实现，如前所述，该标准能够确保支付在整个价值链中顺畅流动。

此外，近年来，支付系统的自动化和数字化程度非常高，以至于资金的国际流动几乎是实时的，只有中间的清算中心所存在轻微的延迟。

清算中心是金融机构，如印度储备银行和美国联邦储备银行，是国内银行和国际银行之间付款的节点。清算中心也像是传统上的乡村市场，每天结束时，不同的商人聚集在那里清算他们的账户，并结清债务和信贷，

##### 结论

从前提出的观点可以看出，只要价值链中的所有参与者除遵守 SWIFT 协议外，还尽其所能，国际支付流程就会顺利进行。此外，全球支付价值链之所以有效，主要是因为全球化导致了银行业规章制度的自由化，使得各地的银行能够随时随地与其他银行进行交易。

最后，下一次你发送或接收国际付款时，想一想需要做什么才能完成付款，想象是由于全球各地数据和信息流的位和字节流动才使得你的付款得到顺利和成功的处理。

### **1.1.6 Unit 6 你如何辞职对你的未来真的很重要**

#### **你如何辞职对你的未来真的很重要**

除非你才 16 岁，刚参加工作，否则你肯定在职业生涯的某个时间点有过辞职的经历而且就算你没有被解雇或下岗，你也一定会辞掉现在的工作。尽管数十亿人有数十亿种不同的工作，但新的研究表明辞职的方式只有七种。

研究人员安东尼·克洛茨和马克·博利纳对那些辞掉全职工作的人开展了调查，并将他们分为不同的类型。分别包括：

31%的人辞职时照章办事。这意味着他们面对面地向老板提出离职，递交辞呈，并遵循标准的辞职程序，包括提前通知。这些人也提供了他们离职的理由。

29%的人也走了类似的程序，但没有说明促使他们离开公司的原因 9%的人努力让自己平稳过渡。

8%的人会提前让老板知道他们打算离开公司。

9%的人没有向老板公开他们的求职情况。有时候他们会通过人力资源部辞职，或者在周末发邮件或短信辞职。

4%的人因一时冲动而辞职。这通常发生在工作出现令人沮丧或糟糕的事情之后。

10%的人破釜沉舟。这些人并不在意他们离开后别人的看法。他们提供的通知期很短，这并不令人意外

这一切意味着什么？当然，这取决于你是经理还是辞职的人。两组人都可以从这个分析中学到东西。

#### **经理可以学习**

大多数冲动和破釜沉舟的辞职者都报告过老板的辱骂行为。如果你的员工经常在没有事先通知的情况下辞职，或者表现得似乎毫不在乎你对他们的看法，这可能意味着作为老板的你才是问题所在。

虽然糟糕的员工总是存在的，但如果这种情况经常发生在你的组织中，就是时候反思一下自己的行为了。可以问自己以下问题：

你嗓门很大吗？提高嗓门似乎是传递信息的有效方式，但这会让你的员工感到不舒服。

你对待别人公平吗？你最好的朋友是你的直接下属吗？或许你对待她的方式和对待其他员工不一样。

你是如何对待上一个辞职者的？对于一个提前两周通知的员工，你是否把她的生活搞得一团糟？你是缩短了她的工作时间，还是让她上最糟糕的轮班？你给她的推荐信是怎么写的？为了报复她让你陷入困境，你是否告诉未来的公司她有多糟糕？你的其他员工会注意到你是如何对待离职员工的。

你是否给出了前后一致的建议和指导？当你分配好一项任务时，你会稍后告诉员工用另一种方式来做吗？你是否会抛弃员工，拒绝回答问题，直到项目失败？

如果你对以上任何一个问题的回答是肯定的，那么就从现在开始学习。你对待员工的方式很糟糕，他们不仅更有可能辞职，而且当他们这么做的时候也更有可能让你陷入困境。如果你提前接到辞职员工的通知，你的公司会运转得更顺利，所以要奖励那些提前通知你的离职人员。并且要坚持公平地对待每个人。你的持续成功也将取决于

此。

### 员工可以学习

如果你是想要辞职的员工，为了你的职业前途，最好的做法就是提前通知你的老板，努力工作直到雇佣期结束。除非你的精神或身体健康处于危机状态，否则冲动地辞职或过河拆桥都不是明智之举。

你可能会认为自己可以断绝所有退路，因为你不想再和前任老板有任何瓜葛。但你不能总是选择这样做。当你应聘新工作时，无论你允许与否，招聘人员都可以与你的前老板联系。

大多数公司都希望至少和人力资源部谈谈你最近做过的每一份工作。如果你在没有通知的情况下辞职，或者做了其他的事情来过河拆桥，人事经理或你的经理不太可能会说：“是的，虽然她没有通知就辞职了，但那是因为我对她大喊大叫。”不，他们只会说，“一声不响就离职，应不予录用。”这两句话就够了。

当然，提前多久通知经理，告知离职原因到何种程度，都取决于你的经理和公司文化。如果你的经理是个笨蛋对他说“我辞职是因为你是个笨蛋”对你一点帮助都没有。如果你的经理很好，但受制于公司的政策，就对他说：“我离职是因为我是一个高绩效员工，但公司不允许你给我合理的加薪。”这是一件了不起的事情，因为一旦你离职，经理可能用你的话来帮助你的前同事。这一决定必须建立在你对经理和公司的经验的基础上。

记住，即使你对经理有意见，你也要提前两周通知离职，这不仅有助于未来发展，还能帮助你的同事顺利过渡。

无论你选择哪种方式离职，请记住，你今天的离职方式可能会影响未来五年的求职之路。请慎重抉择。

## 1.1.7 Unit 7 如何有效地组织商务会议

### 如何有效地组织商务会议

许多人不满意商务生活的原因之一是需要参加各种会议。研究表明，经理们职业生活中要花三分之一到一半的时间开会。尽管大多数管理者都认为很难找到除会议之外的另一种方式来考虑信息问题和做出集体决策，但会议的长度和频次甚至会给效率极高的高管带来工作负荷的困扰。因此，当下高效召开会议比以往任何时候都更为重要。下面是戴里奥关于如何有效地组织会议的一些建议。

明确会议的负责人和服务对象。每一次会议都应旨在实现某人的目标。此人将负责会议召开，决定想从会议中得到什么，以及如何实现目标。没有明确负责人的会议，很有可能会迷失方向，且效率低下。

会上，根据会议的目标和待处理事宜的优先级，明确要进行哪种类型的沟通和探讨。如果目标是让持不同观点的人消除分歧，以便更接近真实的情况，并采取相应的措施（如开放式辩论），那么这种会议的形式将会不同于以教育为目的的会议形式。辩论需要时间，而且所需时间会随着参与讨论人数的增加而呈指数级增长，所以你必须谨慎地选择合适的人和适当的人数，以适应需要做出的决定。在任何讨论中，尽量把参与者的范围限制在对实现目标来说最应受重视的人身上。看与会人员的结论是否与你一致是挑选人员的最差方法。群体思维（不主张独立观点的人）和个人思维（不接受他人想法的人）都是危险的。

以自信和开放的心态引导讨论。协调不同的观点可能既困难又费时。会议主持者需要平衡相互冲突的观点，打破僵局，并决定如何明智地利用时间。我常被问到的一个问题是：如果一个没有经验的人提出了自己的观点，会发生什么情况？如果你们正在进行对话，你应该权衡一下探索他们的观点可能花费的潜在时间成本和评估并理解他们的想法所带来的潜在收益。探讨那些仍然在职的人的观点，可以在他们可能承担的

新职责上为你提供有价值的见解。如果时间允许，你应该通过与他们一起推理，让他们明白自己可能是错的。你也有义务以开放的心态考虑他们是否正确。

谨防“话题滑移”。“话题滑移”是指从一个话题到另一个话题的随意转换，而其中没有一个话题讨论完整。避免这种情况出现的一个方法是在白板上追踪对话进度，这样每个人都能看到讨论进程。

加强对话的逻辑性。当意见不一致时，人们的情绪往往会激动。要时刻保持头脑冷静和思维缜密。比起情感交流，逻辑性交流更难以被叫停。记住，情绪也会影响人们对现实的看法。例如，人们有时会说“我觉得（某件事是真的）”，然后它就像是事实一样被继续说下去，尽管其他人或许对此会有不同的解读方式。那么，作为会议主持者，你需要问他们：“这是真的吗？”以使对话建立在真实的基础上。

注意不要因为团队决策而失去个人责任。通常情况下，团队决定做某事后却没有划分个人职责，所以团队成员不清楚谁应该接着做什么。所以务必要明确划分个人职责。

利用“两分钟规则”来避免发言总是被打断。两分钟规则规定，你必须给某人一段不被打扰的时间来解释他的想法，然后再阐述你的看法。这样确保每个人都有时间充分阐明和交流自己的想法，且不用担心会被误解或被更大的声音所淹没。

小心那些自信的“快嘴”。他们语速比别人评论的速度要快，这是一种将自己的议程匆匆往前推进，以躲过他人审查或提出反对意见的方式。当用于对付那些担心自己在别人面前显得愚蠢的人时，快速交谈尤其有效——请不要成为那些人中的一个。作为会议主持者，你必须认识到自己有责任去弄清楚“快嘴”所说的事情，而且在你没弄明白之前，不要往前推进。如果你感到有压力，可以这样对他说：“对不起，想我愚钝，请放慢语速，以便我理解您的意思。”然后，向他提出你所有的问题。

圆满完成对话。讨论的主要目的是圆满结束讨论并达成一致意见，最终做出决策并（或者）采取行动。没有圆满结束的对话都是在浪费时间。在进行思想交流时，重要的是在结束时陈述结论。无论意见是否一致，都请说出来。当决定采取进一步的行动时，把这些任务列在待办事项清单上，分配给大家去做，并具体指定任务截止日期。写下你的结论、工作原理和待办事项，这些将会成为你持续进步的基础。为确保这些事情的落实，务必指派一个人来做纪要并进行跟进。

## 1.1.8 Unit 8 企业文化

### 企业文化

企业文化是指决定企业员工和管理层如何沟通和处理外部业务交易的信念和行为。企业文化通常是隐含的、无明确定义的，并随着时间的推移从公司雇员的累积特征中有机地发展起来。一个公司的文化将反映在着装规范、营业时间、办公室设置、员工福利、员工流动率、招聘决定、客户待遇、客户满意度以及运营的各个方面。

#### 打破企业文化

Alphabet（GOOGL）是谷歌的母公司，以其员工友好型企业文化而闻名。它明确地将自己定义为非传统公司，提供远程办公、弹性工作时间、学费报销、免费员工午餐和现场医生等福利。在位于加州山景城的公司总部，该公司提供诸如换油、按摩、健身课程、洗车和发型设计等现场服务。它的企业文化使其在《财富》（Fortune）杂志评选的 100 家最适合工作的公司中始终名列前茅。

#### 企业文化史

对企业和其他组织（如大学）中的企业或组织文化的认识出现在 20 世纪 60 年代。“企业文化”这个术语是在 20 世纪 80 年代初发展起来的到 9 年代广为人知。在这几个时期，企业文化被管理者、社会学家和其他学者用来描述企业的特征。这包括广义的信念和行为、全公司的价值体系、管理策略、员工沟通和关系、工作环境和态度。



企业文化还包括魅力型 CEO 创造的公司起源神话，以及标志和商标等视觉符号。

到 2015 年，企业文化不仅是由企业的创始人、管理层和员工共同创造的，而且受到民族文化传统、经济发展趋势、国际贸易、企业规模和产品的影响。

许多术语与受多种文化影响的公司有关，特别是在全球化和当今商业环境的国际交流日益增多的情况下。因此，“跨文化”一词指的是“商界不同背景的人之间的互动”；

“文化冲击”是指“人们在其他社群中做生意时所经历的困惑或焦虑”；逆向文化冲击经常发生在那些久居他乡的生意人身上，他们在回国后很难重新适应本土文化。为了创造积极的跨文化体验，促进更具凝聚力和生产力企业文化，企业往往会投入深度资源来应对上述情况，包括改善跨文化业务互动的专门培训。

### 当代企业文化的实例

正如民族文化可以影响和塑造企业文化一样，企业的管理战略也可以影响和塑造企业文化。在 21 世纪的顶级公司，如谷歌苹果公司（AAPL）和网飞公司（NFLX），去传统化的管理策略已经成为常态，其中包括培养创造力、集体解决问题和提高员工的自由度。有人认为，这也是这些公司成功的关键。开明的政策，如全面的员工福利，领导等级的替代方案，甚至废除封闭的办公室和小隔间这种趋势，都反映出科技意识更强、更现代的一代人的特色这一趋势标志着对激进、个人主义和高风险企业文化的摒弃，例如前能源公司安然的企业文化。

深刻影响企业文化的其他管理策略中，有一些引人注目的例子，比如鞋业公司 Zappos（AMZN）采用的是全体共治（无差异自治）的管理策略，音乐流媒体公司 Spotify 采用的是敏捷管理技术。

无差异自治是一种开放的管理哲学，除其他特点外，它消除了职务名称和其他传统的等级制度。员工角色灵活，高度重视自我组织和协作。Zappos 在 2014 年制定了这个新的管理策略，并在挑战转型过程中遇到了不同程度的成功和批评。

同样，Spotify 是一家相对年轻但非常成功的公司，它将敏捷管理原则作为其独特企业文化的一部分。从本质上讲，敏捷管理侧重于使用灵活的、反复试验的策略来交付成果，这种策略通常将员工分组到一种初创企业环境中，从而创造性地解决公司面临的问题

### 成功企业文化的特征

无论是有意塑造还是自然成长，企业文化都触及企业意识形态和实践的核心，影响着企业的方方面面，从员工到客户再到公众形象。当前的企业文化意识比以往任何时候都更加敏锐。2015 年《哈佛商业评论》列出了成功企业文化的六个重要特征。

首先是“愿景”：从简单的使命宣言到企业宣言，企业愿景是有力的工具。例如，谷歌现代而臭名昭著的口号：“不作恶”是引人注目的企业愿景。其次，“价值观”虽然是一个宽泛的概念，但它体现了实现公司愿景所必需的心态和视角。

同样，“实践”是一种以伦理为指导的有形方法，公司通过它来贯彻其价值观。例如，网飞公司强调以知识为基础的高绩效员工的重要性，因此，其支付给员工的薪酬是在他们的市场薪酬范围内最高的，而不是一种“靠自己努力慢慢地涨工资”的哲学。其次是“人”，企业以种反映和增强其整体文化的方式招聘员工。最后，“叙事”和“场所”可能是企业文化最现代的特征。拥有像史蒂夫·乔布斯（Steve Jobs）和苹果（Apple）那样强有力的叙事或原创故事，对公司的成长和公众形象非常重要。企业的“场所”，如首选的城市、办公室设计和建筑等，也是当代企业文化的最前沿之一。

## 1.1.9 Unit 9 工作旅行的终极指南

### 工作旅行的终极指南

啊，商务旅行者。好莱坞使我们相信，这些人是厌世的公路战士，他们拎着破旧的行李箱，居无定所，靠毫无营养机场食品维生。他们睡眠不足，常有时差反应，经常赶



着去开会只能在前往目的地的出租车后座上匆匆地化妆，或用电动剃须刀刮新长出来的胡茬虽然一般来说商务旅行肯定会让人沮丧，但并非一贯如此。

最精明的商务旅行者往往知道如何轻松地安排每一次会议。他们从不蓬头垢面，衣衫褶皱或睡眠惺忪。他们甚至清楚如何在新城市玩得开心——你也可以。为了做到这些，我们采访了缤客网的几位商务旅行专家。他们是这样说的。

### **预订合适的酒店是艺术也是科学**

如果你是初次去某个城市出差，明智的做法是研究一下当地的步行方便程度和交通高峰期的情况。但由于交通状况非常难以控制，尽量把它从你的规划方案中完全删除。缤客驻奥兰多的客服主管塞阔亚·斯普林菲尔德（Seqouya Springfield）强调了预定住宿尽可能靠近客户办公区或会议中心的重要性。

她说：“即使你找到了一家更便宜的酒店，或者一家设施更好但却离你的目的地更远的酒店，你也要权衡一下交通成本和交通时间。你不了解一个陌生城市的交通状况，所以最明智的选择就是离目的地最近的酒店。”

她补充说，一些新手犯的错误可能会给商务旅行者带来大麻烦。

“如果公司有人为你预订房间，确保他们订的地方是正确的。”她说，“你应该让行政助理或任何为你预订房间的人了解你的偏好和优先考虑的因素。确保他们清楚你的会议举办地点。”

“而且，”她补充道，“如果他们不是以你的信用卡预订的，你要提前和酒店确认一下是否需要授权表。如果你随团队一起出差，确保所有人的名字都在表格中！”

### **像专业人士那样打包行李**

多夫·多拉蒂（Dov Dorati）是缤客驻迈阿密的客户关系专员，也是一位资深商务旅行者。她坚持“不到迫不得已，不要托运行李”的观点。那么，当她只带着一件随身行李四处活动时，是如何在压力之下保持头脑清醒敏锐的呢？

“尽量买抗皱的衣服。”她说，“如果你打算穿西装或夹克去见客户，那就在飞机上穿上夹克吧。这样既可以节省包里的空间，又可以防止夹克在运输途中生皱。同样，在飞机上就把你最笨重的鞋子穿上”。

### **给自己预留充足的时间**

因为有很多事情要做，所以为了将旅行时间缩到最短，你想预订时间刚够到达目的地的航班，你觉得对吗？

错了。

缤客商务团队的大客户经理迈尔斯·麦克马林（Miles McMullin）说：“如果你要参加一个次日清晨的会议，那就在前一天晚上飞过去。你无法预知航班是否会延误，所以前一天晚上前往能给自己预留充足的时间。提前到达后，你不仅总能做好准备工作，还可能有时间去探访一下这座城市。”

另一种让你的时间最大化和压力最小化的方法是尽可能避免联运换乘。尽可能搭乘直达目的地的航班。

到达目的地后，不要低估当地的交通流量。如果你不熟悉一个陌生城市的交通状况，那前往客户的办公室时，就应留出比预计所需更多的出行时间。因为没有比赴约迟到更糟糕的事了！

### **最后一刻预订是好事也是坏事**

最后时刻决定出差的情况不可避免，特别是对那些需要面对客户的人员来说。但正如迈尔斯指出的，最后时刻订酒店反倒可能使你住上价廉物美的奢华房间。

“酒店常常会在最后时刻将还未订出的房间打折以将损失降到最低。”迈尔斯说道，“所以你这时通常会以比正价低得多的价格在豪华酒店订到更好的房间。”但最后时刻出差也有不利之处：你的机票价格会比提前预订的贵很多。这提示我们要尽早预订航

班。如果公司允许，考虑靠近出行日期订酒店。

### 招待客户别具一格

商务旅行的好处之一就是带客户去商业区共进晚餐，或许还能小酌几杯。这可能是巩固工作关系或达成新交易的关键时刻。但如果你没有做好功课，它也可能是一个潜在的雷区。

“第一步是了解你的选择，”多夫说。“像 OpenTable 这样的网站对于研究陌生城市的餐馆来说是很好的资源。读读评论，看看菜单，确保你能付得起账单。最重要的是要预先订位。没有什么比带客户去吃饭却找不到座位更尴尬的了。”

迈尔斯还就这个问题补充了几句至理名言：

“问问当地人他们最喜欢去哪里吃饭，”他说。“和调酒师和服务员聊聊他们最喜欢去哪吃。也可问问旅馆的工作人员。要想给客户留下深刻印象，就要带他去当地最受欢迎的地方享受美食，而不是选择最高档的餐厅。”

既然你已经从专家们那里了解了该怎么做，你的下一次商务旅行应该会压力更小，更有成效，甚至可能更有趣。我们将给你最后一条建议：不要丢失收据带上一个文件夹，把所有收据都放进去，并用手机给每张收据拍照。这将使你的下一份开支报告填写起来不那么痛苦。

## 1.1.10 Unit 10 特斯拉的股价可能减半

### 特斯拉的股价可能减半

特斯拉的股票总是以溢价方式进行交易，这对大型产业中的高增长初创公司来说是颇有意义。公司的高速发展、具有突破性技术的新车、配套产品以及非常引人注目且口碑颇佳的首席执行官埃隆·马斯克（Elon Musk）支撑了股票价格。

2017 年 9 月 28 日特斯拉的历史最高收盘价为每股 385 美元与去年 8 月 7 日达到每股 379.57 美元的价格非常接近。在此之前马斯克提出了以每股 420 美元的价格将公司私有化的计划，实属欠缺考虑。

股价从 12 月份的下跌中反弹，直到本周五股价下跌 45 美元，跌幅 13%，收盘价为 302 美元。当时马斯克向所有员工发送了一封电子邮件，告诉他们 7% 的员工将被解雇，而周一的股价下跌略超过 3 美元，跌至 299 美元。由于有报道称 S 型和型车的产量正在减少今天的股价下跌了 15 美元，跌至 284 美元。如果情况属实，这意味着这些车型的需求量最多达到每年 10 万辆的稳定水平。

或许它们现在的销量现在可能会下降，因为那些想要并且能够负担得起特斯拉的人们已经在驾驶这种车了，又或是因为竞争正在升温，特斯拉不是最新和性能最好的电动汽车有报道称保时捷电动汽车 Taycan 的年产量翻了一番，达到每年 40 000 辆而且该公司已经收到了来自挪威的 3 000 份订单后者是特斯拉的一个强劲市场。

由于车型 3 的产量增长面临着挑战，无法达到产生足够利润所需的利润率目标，特斯拉的股价可能会下滑，因为估值非常高的股票触及了这样一个现实，即很难提升低价汽车的产量，实现高价车型的利润率。比较特斯拉与其他汽车公司的估值时，会发现该公司的股价可能会从历史最高点削减一半。

### 特斯拉与竞争对手的经营利润

马斯克在周五早上发给员工的电子邮件中宣布裁员 7%，他提道：“特斯拉只生产了十多年的汽车，我们要面对的是庞大的、地位稳固的竞争对手。实际上，特斯拉必须比其他制造商更努力才能生存，同时打造价格合理的可持续产品。”

他补充说：“去年第三季度，我们获得了 4% 的利润。虽然按大多数标准衡量，利润很少，但我仍然认为这是我们创建特斯拉 15 年来首次实现的有意义的利润。不过，部分原因是在北美优先销售了价格较高的变型版车型 3。在第四季度，未经审计的初步结果表明我们再次获得 GAAP 利润，但低于第三季度。与第三季度一样，本季度出

货价格较高的车型 3 变型版本，这次剑指欧洲和亚洲市场，将有望让我们克服极大的困难后，通过努力和一些运气来实现微利。

因此，尽管车型 3 的产量在稳步上升，但利润率正在下降。如果报告属实，这至少可以部分解释为 S 型和 X 型车产量以及销售量较低，因为这些车辆具有较高的利润率。以下是特斯拉部分竞争对手 2017 年全年的营业利润率：

奥迪：9.2%	宝马：9.8%	福特：5.2%
通用汽车：6.9%	丰田：8.2%	本田：5.8%

马斯克在电子邮件中指出，特斯拉的利润率达到 4%，至少在短期内，在某个时间点会下降。几乎任何一家公司的股票都要根据其能够或将产生多少资金来进行评估。清算日可能即将到来。

#### 特斯拉与竞争对手的股票估值

想要了解特斯拉股价下跌的幅度，一个衡量标准是将公司的市值与收益率进行比较，因为这不会产生实际利润。虽然特斯拉的收益会随着其在新市场上推出车型 3 以及销售其他车型如 Y 和 Semi 而增长，但事实可能是，由于最初的车型 3 购买者决定不采取行动，致使公司高估了汽车的需求量。

由于一些分析师目前预计 2019 年与 2018 年营收持平，该公司将需要重新走上强劲的增长道路，以克服其估值远高于竞争对手的情况。特斯拉目前的市盈率为 2.4 倍，以下是使用当前股票价格和 2017 年全年收入的特斯拉竞争对手的市值与收入比率

奥迪：0.6 倍	宝马：0.5 倍	福特：0.2 倍
通用汽车：0.4 倍	丰田：0.7 倍	本田：0.4 倍

在其巅峰时期，特斯拉的市值收入比为 3.1 倍，这意味着即便将其减半至 1.5 倍，该公司的估值仍将比其主要竞争对手高出 2 至 4 倍。这将使该公司股价下降至 180 美元左右比 2018 年 12 月 13 日收盘价 376.79 美元跌幅超过一半也几乎是 2019 年 1 月 11 日收盘价 347.26 美元的一半。

如果该股在几天内仍低于近期支撑位 295 美元左右，那么下一个有意义的支撑位将在 250 美元左右。当公司在 1 月 30 日公布 12 月的完整季度业绩时，马斯克将试图扭转局面但如果没有任何积极的因素，不出意外，股价将继续下跌。

### 1.1.11 Unit 11 四家跨国公司将其业务模式转向可持续发展 四家跨国公司将其业务模式转向可持续发展

一份新报告表明可持续发展的未来需要新的商业模式。其作者认为，从长远来看，新的商业模式在经济上更加健全。

去年，《财富》杂志 250 强能源供应商 NRG 的首席执行官就能源行业缺乏创新的问题给股东写了一封信。大卫·克兰写道：“目前的美国能源行业中，没有亚马逊、苹果、脸书或谷歌级别的公司。NRG 也不是那样的能源公司，但我们正在尽全力朝着这个方向前进——越快越好。但我们仍需要加快步伐，我们打算做的正是这个。”

尽管 NRG 的投资组合中仍包含 30% 的煤炭发电业务，但它正在重新定位自身和业务模式，以引导能源用户从电网发电系统转向分布式发电系统。它还在开发与电动车、屋顶太阳能和家庭能源效率有关的产品和服务。

随着商界领袖开始将自己视为更大系统的一部分，这个系统正在努力应对具有挑战性的商业环境——在 NRG 的例子中，气候变化风险，碳排放定价的可能性，以及可再生和分布式能源领域的颠覆性创新——许多人认识到，他们的经营方式需要发生巨大变化。他们还看到了新的机会，以帮助客户适应更可持续发展的未来并发展壮大。

在即将发布的一份关于商业模式创新报告“模式行为 I：重连业务的策略”中，SustainAbility 咨询公司讲述了四家跨国公司为了更趋于可持续发展而改变其业务模式的故事。

对于诺贝丽斯公司而言，它不再继续使用原生铝，而是转向了再生铝，因为它更具经济意义，并将使公司具备抵御气候变化的能力。

为了区别于高端和低端市场的竞争对手，星巴克实现了绿色建筑，为众多的利益相关者提供了更多的价值。

巴西纸浆厂承认，虽然传统纸产品的巨大市场需求仍将持续多年，但依赖历史上的需求模式是危险的，并开始改变心态，思考如何以不同方式利用其森林和土地资产。为了留住核心客户——农民，先正达公司改变了销售方式，更多地关注农民从产量中获取额外价值所需的产品。

从长远来看，这些公司所采用的新模式在经济上更加稳健。它们还为社区、雇员、环境和子孙后代提供了更多的价值。理想的情况是，大公司更大程度地向可持续性转变，这种商业案例是显而易见的。但对于一些公司或行业来说，可持续性和财务收益之间的联系可能是模糊的，尤其是当这些行业在历史上已经将成本外部化的时候。尽管如此，包括商业模式转变在内的系统层面变革的部分诉求正在重新考虑经济格局，以便新的、激进的和更加可持续的发展也具有经济意义。

未来会怎样？如果制药公司在治疗的同时为疾病预防做出了贡献，或者食品和饮料公司是在改善营养成果的基础上才获利呢？如果娱乐公司像娱乐观众一样教育他们呢？石油和天然气公司能否在向低碳经济过渡中发挥带头作用，成为快速扩大可再生能源规模的关键？或者农业公司通过优先重视其所依赖的价值链生计和生态系统而实现盈利？这些是我们需要看到的向可持续性转变的商业模式，以确保未来同样可持续。

在过去，可持续性创新的重点一直是创造新的产品或流程，以逐步增强一个既定的业务或品牌。但企业在创新目标上必须更加雄心勃勃，而商业模式创新为那些希望在资源更加紧张的未来做好准备并取得成功的企业提供了前进的道路。

对任何一家公司而言，可持续性发展的商业模式创新将来自合为一体的三个关键因素：不断变化的外部条件；公司的深层文化和创新能力；以及可持续性创新者的行动和意图。

关注这些因素的公司和创新者将创造出，能够在更可持续发展的未来开创事业和发展壮大的商业模式。这将需要公司内部有雄心壮志的领导：首席执行官和个人可持续性创新者都必须冒风险来创造和支持新的商业模式构想。

NRG 及其首席执行官为能源行业的其他公司设定了很高的标准。在一系列即将发布的帖子中，我们将考察每个因素是如何推动业务模式的创新从而实现可持续性发展的。

### 1.1.12 Unit 12 为什么脸书是谷歌广告收入宝座的最大威胁

为什么脸书是谷歌广告收入宝座的最大威胁？

Alphabet 公司(其曾用名更广为人知，即谷歌(GOOGLE)公司)是一家管理着许多业务的技术集团公司,包括世界最大的互联网搜索和广告服务、广受欢迎的流媒体视频网站 YouTube 安卓手机操作系统、云存储服务和其他成长型企业。事实上,谷歌是在线搜索引擎和互联网的同义词,它甚至被引申成了一个动词——谷歌一下的意思是在网上搜索它。

这家总部位于加州的公司每天要处理数十亿次搜索请求,是世界上最引人注目、最知名的私营实体之一。尽管谷歌在电子邮件、社交媒体、视频、分析、机器人等众多基于互联网的领域都有风险收益,但互联网搜索仍是其销售和盈利的主要驱动力。

谷歌是由拉里·佩奇和谢尔盖·布林在斯坦福大学读书时创建的,并于 1998 年注册成立。十多年来,该公司一直居于在线搜索领域的领先地位,截至 2018 年 10 月其网站被网络流量数据公司 Alexa Internet 评为全球最受欢迎的网站。

根据互联网分析公司 comScore 的数据,截至 2018 年 7 月,谷歌占据了美国网络搜

索市场 63%的份额。该公司主要通过销售在线广告赚钱,并在这一领域占据主导地位。

谷歌于 1998 年问世。随后,谷歌迅速攀升至搜索引擎行业的榜首,迄今为止仍然独占鳌头。在这期间,许多搜索引擎都希望取代谷歌,登上搜索引擎的领奖台,或者至少与这个庞然大物合法竞争。当谷歌首次推出时,与 2015 年相比,大多数网络用户中,只有一小部分使用 Lycos 和 AltaVista 等替代产品进行搜索。然而,随着用户被谷歌简单的设计和用户友好型界面所吸引,这些公司很快就被淘汰了。随着谷歌增长势头的持续,雅虎和 MSN 等其他竞争对手设法保住了较小的市场份额,而后来的挑战者,如必应,未能成功地将谷歌挤出市场,将自己定位为大多数网络用户的首选搜索引擎。

尽管数十家曾试图与谷歌竞争的搜索引擎都以惨败告终,但截至 2015 年,有一家公司将自己定位为这家搜索引擎巨头的强大挑战者。讽刺的是,尽管这家公司在互联网行业站稳了脚跟,但它根本不是一家搜索引擎公司。然而,人人都听说过这家公司,大多数互联网用户也经常访问它:脸书。

### 脸书和谷歌如何竞争

乍一看,将脸书归类为谷歌的直接竞争对手可能听起来有些奇怪。毕竟,这两个网站为终端用户服务的目的完全不同,一个是搜索引擎,另一个是社交网络。网络冲浪者用一个来寻找特定的信息,用另一个与朋友、家人和业界熟人建立联系,或者对许多脸书用户来说,用于进行自我宣传、记录日常生活的细节和发布成千上万张照片。

要理解为什么脸书是谷歌唯一真正的竞争对手,就必须熟悉这两家公司盈利的模式。大多数人都知道,当一个人用谷歌搜索新罕布什尔州的首府或找到最近的华夫饼屋的方向时,谷歌并没有赚钱。同样,当一个用户登录脸书,向全世界宣布他早餐吃了什么,甚至当一个新用户注册了账户时,脸书也没有赚到一分钱。对于绝大多数用户来说,谷歌和脸书都是免费提供服务的。

《谷歌和脸书每年赚取数百亿美元收入的方式,是通过向广告商收取高额费用,将其产品或服务放在两家公司庞大的用户群面前。每天谷歌搜索引擎和脸书海报只能间接产生收入;网站接收的访问者越多,广告商对其的需求就越大,这就转化为杠杆作用和收取更高广告费用的能力。

在 21 世纪的大部分时间里,谷歌以其 AdWords 程序主导了在线广告市场。广告客户利用谷歌在网络搜索者中的巨大影响力,付费给谷歌来推动其网站的流量。传统的 Adwords 模式是按点击付费。谷歌在给定搜索字符串的赞助结果列表中显示广告商的消息,广告商为每一个点击广告的用户付费。关键词越具有竞争力越有利可图,每条广告的收费就越多。

### 脸书的定向广告

从 2000 年代末开始,脸书意识到它可以利用其数以百万计的日访问量获得同样的广告收入。这家社交网络公司推出了脸书广告计划,该计划允许广告商为出现在用户新闻提要中的信息付费。谷歌的广告商是根据特定的搜索字符串定位用户的,而脸书上的广告公司则是根据用户个人资料中的特定信息定位用户的。例如,一个在脸书上发布很多关于体育帖子的用户可能会在他的新闻推送中看到很多与体育相关的广告。

截至 2015 年,谷歌仍然领衔线上营销市场,但是脸书正在大步前进。很多广告商也开始转向与脸书合作,主要因为谷歌收费高,营销模式不清晰。在一个又一个试图成为谷歌竞争者的搜索引擎失败后,另一个非搜索引擎的互联网巨头正以惊人的速度逼近谷歌。

## 6 问答 (question,5%)

### 6.1 Starting up 主题整合

单元	页码	主题问题
1	1	1. 介绍一个著名的公司或者企业 2. 关于公司的组织运营的了解 3. 对于一个企业或者公司的成功的关键因素
2	15	1. 描述一个电子产品（品牌） 2. 公司如何保证品牌的质量 3. 对于产品的发布什么需要做什么
3	28	1. 什么是市场营销 2. 列出一些市场营销的策略 3. 成为好的销售人员需要什么
4	38	1. 什么使得广告是好的广告 2. 列出最喜欢的广告，并且说明原因 3. 介绍广告的不同方式，并且每种的优势和劣势
5	52	1. 当在线上或者线下购物，如何支付 2. 线上购物如何保证支付安全 3. 在贸易订单中什么应该被提及
6	66	1. 当就业时候，考虑的重要因素有哪些 2. 列出不同的工作方式，说明最爱 3. 好雇主应该怎么样，什么可以成就一个好员工
7	79	1. 如何使得贸易会议更出色，好的主持者应该怎样 2. 如果与会者必须参加商务会议，他们如何最大限度地利用会议
8	91	1. 公司文化是什么 2. 给出一些例子展示不同的商业文化在不同的国家 3. 介绍一个著名的公司文化
9	106	1. 你喜欢商务旅行吗？列出你的喜好 2. 为了准备商务旅行，哪些事情需要做
10	122	1. 如何评估一个公司的表现 2. 年度报告应该包含什么 3. 关于图表的问题

单元	页码	主题问题
11	139	1. 公司的社会责任有哪些 2. 列出一些不道德的行为 3. 介绍著名人物和成功的商人并且学到了什么
12	151	1. 你认为竞争对于商业有好处吗 2. 商人如何获得一个竞争优势

## 6.2 Business Etiquette

此部分参考着教材第 1~4 页目录，找到对应话题即可：

单元	页码	主题	话题
1	12	introduction and greeting	介绍和问候
2	26	new job	找工作的六个建议
3	36	exchanging business cards	名片交换的建议
4	50	dress code	穿着正装和便装的场合
5	64	entertaining clients	成功招待客户的建议
6	77	job interview	在第一次面试中实际的 建议帮助
7	89	business meeting	10 个商务会议的礼仪
8	102	giving and receiving gifts	接收礼物的礼节
9	120	Business travel	帮助商务旅行更容易更 有效的建议
10	135	Getting along with your Coworkers and bosses	帮助和同事老板相处融 洽的建议（两个大问题）
11	149	Electronic communication	关于电话交流、留言、以 及电子邮件的建议
12	165	Negotiation	在谈判中的建议和礼仪

## 2023 年商务英语期末备考 ~ 作文部分

### Memo 备忘录

#### MEMO

**To:** All Members of Employees

**From:** Chief Accountant Staff

**Date:** Sep. 18, 2020

**Subject:** Annual Bonus

The director decided at the board meeting yesterday to pay the annual bonus to all employees.

1. The bonus will be paid at the end of January, 2021.
2. The bonus for sales staff will vary from person to person based on the annual sales figures of the whole year.
3. Office staff will receive an addition of 10% to their annual salary.

### Letter of Establishing business relations 建立商业关系

#### Exporter Writes to Importer

Dear Sirs,

On the recommendation of your Chamber of Commerce, we have learned with pleasure the name and address of your company. We are writing you in the hope of establishing business relations with you on the basis of equality and mutual benefit.

We specialize in the exportation of Chinese Chemicals and Pharmaceuticals, which have enjoyed great popularity in world market. To give you a general idea of our products, we are sending you under separate cover a catalogue together with a range of pamphlets for your reference.

Please let us have your specific enquiry if you are interested in any of the items listed in the catalogue.

Your prompt reply will be highly appreciated.

### Letters of inquiries and offers 询价与回复信件

#### An Inquiry about Bathroom Fittings

Dear Sirs,

Would you kindly send us details of your bathroom fittings which you advertised in Business Week on September 20?

Please quote us all the items listed in the enclosed inquiry form, giving your prices CIF Shanghai. Will you please also indicate delivery time, your terms of payment and discount details for regular purchases and large orders?

Our annual requirements for bathroom fittings are considerable, and we may be able to place substantial orders with you if your prices are competitive and your delivery is prompt.

We are expecting your quotation.

#### A Reply to the Inquiry about Bathroom Fittings

Dear Mr. Zhang,

Thanks for your inquiry about our bathroom fittings, and as requested, we are sending you a copy of our illustrated catalog, together with our latest price list under separate cover for the items you listed in the inquiry form. Details of our conditions of sale and terms of payment are stated therein.

Usually goods will be ready three weeks after we have got the order. Our customers do get discounts for regular large orders. But the discount rate for each deal will depend on the quantity and terms of payment to be used. We will assure you that you will be provided with bathroom fittings excellent in quality and reasonable in price.

We look forward to the pleasure of your trial order.

Yours sincerely,

翻译：敬启者：

我们很高兴地获悉，贵方是各类棉布床单和枕套的出口商。请寄给我们各种产品的详细资料，包括型号、颜色和价格以及所用各种品质原料的样品。我们是本地最大的纺织品经销商，相信所提



到的这些产品如果定价适当，在我方市场将会看好。请贵方报价时，说明支付条件和就每种商品购买量不少于 100 打所能给予的折扣。所报价格应包括保险和到利物浦的运费。

诚挚问候。

Dear Sirs,

We are pleased to learn that you are exporters of all cotton bed-sheets and pillowcases. We would like you to send us details of your various ranges, including sizes, colors and prices, as well as samples of the different qualities of material used.

We are the largest dealer in textiles here and believe that the mentioned items will enjoy a favorable market at our end if priced properly.

When quoting, please state your terms of payment and discount you would grant us on purchases of not less than 100 dozen of each item. Price quoted should include insurance and freight to Liverpool.

Yours faithfully,

#### Letter of order 订单信件

##### Placing an Order for Tea

Dear Mr. King,

From the samples sent us on July 6, we have made selections and have the pleasure of placing the following order, CIF Singapore:

5 chests of West Lake Longjing Tea — \$2,000

5 sacks of Hainan Languiren Tea — \$2,200

We have already applied for import license and L/C for this order and will inform you of the reference numbers of both as soon as our applications have been approved by the government agencies concerned.

Since we need the goods quite urgently, please effect shipment one month after receipt of our L/C.

Yours Sincerely,

Simon White

敬启者：感谢您询问我们的 JY 型号山地车。很遗憾，由于元旦销售季的到来，这种型号暂时缺货，但我们可以在一月底之前给您发货。我们还有其他型号可以马上交货。以 ZX 型为例，它正成为我们最受欢迎的自行车之一，因为它重量轻，只有 18 磅，但非常结实。ZX 型山地车比 JY 型价格稍贵。如果您希望收到 ZX 型这款，或者附件小册子中的任何其他自行车的快递，请告知。诚挚问候。

Dear Sirs,

Thank you for your inquiry about our Model JY mountain bike.

Unfortunately, this model is temporarily out of stock due to the coming New Year sales season, but we can ship the goods to you before the end of January. We have other models available for immediate delivery. Take Model ZX for example, it is becoming one of our most popular bikes because it's light at only 18 pounds, but very sturdy. Model ZX mountain bike is slightly more expensive than Model JY.

Please let us know if you would like to receive express delivery of Model ZX or any other bikes in the attached booklet.

Yours faithfully,

#### CV and Letter of Application 简历和求职信

##### Exporter Writes to Importer

Dear Sir or Madam,

I am writing to apply for a part-time assistant during the coming summer vacation you advertised in Xiaoxiang Morning.

I am a student at Central South University, which is only ten-minute bus from your company. I think that my qualifications and work experience make me a suitable candidate for the job, which, according to the advertisement, demands a bilingual person with some experience. I have a good command of English and have passed CET-4 with high score. As for experience, I worked part-time as a waiter in a pizza hut. Therefore, I am confident that you will find my service satisfactory. Incidentally, could you please inform me of the rate of payment?

I am available for an interview every afternoon. Please contact me at 139xxxxxxx.

Yours faithfully,

### Letters of Complaints and claims 投诉信

#### Claim for Poor Quality

Dear Sirs,

Our order No.250 of May 6 for upholstery materials has now been delivered. We have examined the shipment carefully and, to our great disappointment, find that they are not of the quality we ordered. The materials do not match the samples you sent us. The quality of some of them is so poor that we feel that a mistake has been made in making up the order. The goods do not match the requirements of our company. We have, therefore, no choice but to ask you to take the materials back and replace them with materials of the quality we ordered.

We are very keen to resolve this matter amicably. If you can replace the materials, we are prepared to allow the agreed delivery time to run from the date you confirm that you can supply the correct materials.

We look forward to your early reply.

Yours faithfully,

#### Claim for Bad Packing

Dear Sirs,

We regret having to inform you that the Cotton Goods covered by our Order No.603 and shipped per S.S. "Peace" arrived in such an unsatisfactory condition that we cannot but lodge a complaint against you. It was found, upon examination, that nearly 20% of the packages had been broken, obviously attributed to improper packing.

Our only recourse, in consequence, was to have them repacked before delivering to our customers, which inevitably resulted in extra expenses amounting to \$800.

We expect compensation from you for this and should like to take this opportunity to suggest that special care be taken in your future deliveries as prospective customers tend to misjudge the quality of your goods by the faulty packing.

Yours faithfully,

#### 几个经典句子的英语与翻译

1. On examination we found that the goods do not agree with the original sample.  
经检查，我们发现货物与原样品不一致。
2. When we unwrapped the cases, we found the goods partly soaked by rain.  
当我们打开箱子时，我们发现货物被雨浸透了一部分。
3. According to our survey report, the damage was caused by poor packing.  
根据我们的检验报告，损坏是由于包装不良造成的。
4. Our surveyors stated that carelessness on the part of the manufacturer caused the shortage.  
我们的检验员申明是制造商的粗心大意造成了短重。
5. We have no alternative but to file a claim. 我们别无选择，只能提出索赔。
6. We claim a compensation of RMB10,000. 我们要求赔偿一万元。
7. Please make an investigation and send us the goods to meet the shortage as soon as possible.  
请调查此事，并尽快将货物发给我们以弥补数量的不足。

### Business proposal 商业提案

#### Proposal on the Recruitment of New Staff

##### Introduction

This proposal aims to analyze the needs for new staff and propose ways of recruitment.

##### Reasons for recruitment

since we have to deal with the large new order, recruiting new staff clearly becomes necessary. Otherwise, we may not meet the deadline.

##### Number of staff needed

Altogether we need ten more staff. Based on analysis of the workload of each staff, ten more staff will greatly improve the working efficiency.

##### Necessary skills and experiences

Candidates are required to be proficient in English, since they must deal with clients from North

America. Moreover, they should possess at least one-year experience on marketing because persuading skills are necessary, especially when they communicate with potential customers.

**Recruiting methods**

To get the best candidates, we need resort to some headhunters since they own “talent pools”. This is obviously an effective way.

**Length of labor contract**

To lower the turnover rate, we should sign a two-year contract with staff rather than the usual one-year term. The more career safety we offer, the more efficiency they yield.

**Business report 商业报告****Report on Improvements of Working Conditions****Introduction**

The purpose of this report is to summarize our staff’s opinions about the current working conditions and recommend possible improvements.

**Findings**

Our staff complain that some office areas are in poor condition. They are dissatisfied with the dirt on the floors and the outdated computer system. However, the attendants all agreed that we had done many people-friendly jobs, and especially they praised our pension scheme and our children vouchers.

**Conclusion**

It is clear that we should try to improve working conditions for this will facilitate better productivity in the end.

**Recommendations**

It is recommended that we increase the number of days off and give them more flexible working hours since most of our staff are in the thirties and they are burdened with the task of taking care of their children at home.

**Report on Recruitment and Additional Budget**

The aim of this report is to consider recruitment and additional budget for the public relation department for the coming year.

**Findings**

The Public Relation Department is now having three interpreters and one receptionist. They can hardly deal with the increasing number of visitors and clients. It is impossible for them to cover over the upcoming busy seasons. Due to the rapid business increase, the Public Relations Department needs additional staff members: one interpreter and two receptionists. The Department needs to recruit five new employees to cover over the loss of staff through retirement later in the year, as well as two temporary employees to provide cover for maternity leave that may well be long-term. What’s more, the existing office space and equipment is inadequate for a busy department of public relations.

**Conclusion**

We have assessed the current staffing levels, and come to a conclusion: the Public Relations Department is short-staffed. It is clear that the Public Relation Department have to recruit new employees to tackle the possible problems occur in booming business of the company. Therefore, it needs badly extra money for business expansion.

**Recommendations**

- (1) It is recommended that the Department start to recruit the new employees immediately by advertising in national newspapers and trade marines.
- (2) Temporary positions should also be advertised in local newspapers for four production workers and two receptionists. If the successful candidates prove reliable, they can be offered full-time contracts to replace employees retiring or not returning from maternity leave.

# 中南大学考试试卷 (A)

2022-2023 学年 第一 学期 时间 120 分钟 2023 年 2 月 24 日

商务英语 课程 32 学时 2 学分 考试形式: 开卷

专业年级: 2021 级非外语专业 总分 100 分 占总评成绩 40%

注: 此页不作答题纸, 请将所有答案写在答题纸上。

## I. Oral Discussion (20%)

**Direction:** Work in a group, draw lots and discuss one of the topics in the oral examination paper. (题目详见口语测试卷)

## II. Vocabulary (20%)

**i. Direction:** Complete the sentences below with the proper words in the box. Change the form if necessary. (10%)

impasse	encompass	digital	cement	subsidiary
portray	interpret	hierarchy	affordable	amenity

1. The hotel \_\_\_\_\_ include health clubs, conference facilities, and banqueting rooms.
2. She worked her way up through the corporate \_\_\_\_\_ to become president.
3. Nothing \_\_\_\_\_ a friendship between countries so much as trade.
4. \_\_\_\_\_ has been a key concern in the assessment process.
5. By setting up a \_\_\_\_\_, we can save the shipping costs and keep complete control of the business.
6. \_\_\_\_\_ and computerization have not only changed our environment but also our viewing habits and modes of perception.
7. The job \_\_\_\_\_ a wide range of responsibilities.
8. The company says it has reached an \_\_\_\_\_ in negotiations with the union.
9. His refusal to work late is \_\_\_\_\_ as a lack of commitment to the company.
10. The President likes to \_\_\_\_\_ himself as a friend of working people.

**ii. Direction:** Match the following phrases with their correct definitions. (10%)

- |                    |  |
|--------------------|--|
| 11. R&D Department | A. a segment of a larger market that can be defined by its own unique needs, preferences, or identity that makes it different from the market at large.                          |
| 12. seminar        | B. a letter issued by a bank to another bank (especially one in a different country) to serve as a guarantee for payments made to a specified person under specified conditions. |
| 13. niche market   | C. a plan of a journey, including the route and the places that you visit.   |

- |                       |  |
|-----------------------|--|
| 14. brand extension   | D. the total amount of wages paid to all the people working in a particular company or industry.                               |
| 15. curriculum vitae  | E. the amount that a company sells of its products or services compared with other companies selling the same things.          |
| 16. market share      | F. a form of advertisement, when a company pays for a product to be seen in films and TV programs.                             |
| 17. letter of credit  | G. the practice of using a well-known brand name to promote new products or services in unrelated fields.                      |
| 18. payroll           | H. the department that is responsible for discovering new knowledge about the product, improving it and creating new products. |
| 19. product placement | I. a meeting where a group of people discuss a problem or topic.   |
| 20. itinerary         | J. a brief account of a person's education, qualifications, and previous occupations, typically sent with a job application.   |

### III. Reading (20%)

**Direction:** *There are 2 passages in this section. Each passage is followed by some questions. You should decide on the best choice of each question or answer the questions briefly.*

#### Passage One

*Questions 21 to 25 are based on the following passage.*

#### **The Importance of Good Communications**

Effective communication is essential for all organizations. It links the activities of the various parts of the organization and ensures that everyone is working towards a common goal. It is also extremely important for motivating employees. Staff need to know how they are getting on, what they are doing right and in which areas they could improve. Working alone can be extremely difficult and it is much easier if someone takes an interest and provides support. Employees need to understand why their job is important and how it contributes to the overall success of the firm. Personal communication should also include target setting. People usually respond well to goals, provided these are agreed between the manager and subordinate and not imposed.

However, firms often have communications problems that can undermine their performance. In many cases, these problems occur because messages are passed on in an inappropriate way. There are, of course, several ways of conveying information to others in the organization. These include speaking to them directly, e-mailing, telephoning or sending a memo. The most appropriate method depends on what exactly it is you are communicating. For example, anything that is particularly sensitive or confidential, such as an employee's appraisal (评估), should be done face-to-face.

One of the main problems for senior executives is that they do not have the time or resources needed to communicate effectively. In large companies, for example, it is impossible for senior managers to meet and discuss progress with each employee individually. Obviously, this task can be delegated to junior managers but at the cost of creating a gap between senior management and staff. As a result, managers are often forced to use other methods of communication, like memos or notes, even if they know these are not necessarily the most suitable means of passing on messages.

The use of technology, such as e-mail, mobile phones and network systems, is speeding up communication immensely. However, this does not mean that more investment in technology automatically proves beneficial: systems can become outdated or employees may lack appropriate training. There are many communications tools now available but a firm cannot afford all of them. Even if it could, it does not actually need them all. The potential gains must be weighed up against the costs, and firms should realize that more communication does not necessarily mean better communication.

As the number of people involved in an organization increase, the use of written communication rises even faster. Instead of a quick conversation to sort something out, numerous messages can be passed backwards and forwards. This can lead to a tremendous amount of paperwork and is often less effective than face to face communication. When you are actually talking to someone, you can discuss things until you are happy they have understood and feedback is immediate. With written messages, however, you are never quite sure how it will be received what you think you have said and what the other person thinks you have said can be very different.

The amount of written information generated in large organizations today can lead to communication overload. So much information is gathered that it gets in the way of making decisions. Take a look at the average manager's desk and you will see the problem — it is often covered in letters, reports and memos. This overload can lead to inefficiencies. For example, managers may not be able to find the information they want when they need it. Communication is also becoming more difficult with the changes occurring in employment patterns. With more people working part-time and working from home, managing communication is becoming increasingly complex.

21. According to the writer, what is the best way of achieving effective communication?
- A. To adapt the message to suit a particular audience.
  - B. To make the content of messages brief and direct.
  - C. To select the most suitable means of conveying a particular message.
  - D. To ensure that information is targeted at the appropriate group of people.
22. What does the writer say about the communication options available to senior managers?
- A. Sending memos to staff is one of the most efficient methods.
  - B. It is important to find the time to discuss certain matters with staff.
  - C. They should increase the range of options that they use.
  - D. Getting junior managers to talk to staff can create a gap between senior management and staff.

23. What advice is given about the communication tools made available by technology?
- A. Aim to limit staff use of certain communication tools.
  - B. Evaluate them in terms of the expenditure involved.
  - C. Select them on the basis of the facilities they offer.
  - D. Encourage more staff to attend training courses in their use.
24. According to the writer, a problem with written communication is that \_\_\_\_\_.
- A. the message can be interpreted differently to what was intended.
  - B. it can be easy for people to ignore the contents of a written message.
  - C. most people are more comfortable with face-to-face communication.
  - D. it is possible for correspondence to get lost within a large organization.
25. According to the article, what is the effect of receiving large amounts of written information?
- A. It is counter-productive.
  - B. It causes conflict in a company.
  - C. It leads to changes in work patterns.
  - D. It makes the main points more difficult to identify.

## Passage Two

*Questions 26 to 30 are based on the following passage.*

Hong Kong has joined international efforts to get more women serving on the boards of listed companies, a rare initiative in a region that has seen a high number of female political leaders.

HSBC, Goldman Sachs, PCCW and Swire Properties are among 35 international and Hong Kong-listed companies whose chairmen are backing the local Women's Foundation's launch of the 30 Percent Club on Thursday.

The move also has the support of the securities regulators in Hong Kong and China, as well as key business associations in Hong Kong, and The Hong Kong Institute of Directors.

Roughly 40 percent of Hong Kong-listed companies do not have a single woman on their boards, according to Su-Mei Thompson, chief executive of The Women's Foundation. Only 10.7 per cent of all directors in the territory are female, even though a recent survey found that about 30 per cent of senior management positions in Hong Kong are held by women, Ms. Thompson added.

"We believe there is a good supply of board-ready women in Hong Kong," she said. "Women are consistently overlooked for reasons ranging from boards not having a diverse enough range of candidates to persistent gender bias about the leadership aptitude of women."

Hong Kong is one of the least worst in the region in terms of the overall proportion of female directors, according to a recent study by consultants at Catalyst cited by the 30 Percent Club. The worst is Japan, with just 0.9 percent of all directors being female, while Indonesia has just 4.5 percent, Singapore 6.9 percent, Australia 8.4 percent and China 8.5 percent. In the US the number is 16 percent and in the UK 15 percent.

Some cultural issues around a strong focus on traditional family roles remain in much of Asia in spite of many more female political leaders in the region than the west. South Korea and Thailand currently have female leaders, as does the more Anglo-Saxon Australia, while Indonesia and the Philippines have had female leaders in the past.

Ms. Thompson said that in Hong Kong last year, 25 percent of women left the workforce when they married, fewer than in the past, but still a significant proportion.

“Teresa Ko, chairman of China for Freshfields, the law firm, said that there was less reason for this to happen in Hong Kong than in the west, especially for higher earners.

“In Hong Kong it ought to be easier for women to serve on boards because of the amount of domestic support that is available,” she said. “In the UK and some other countries, many women are forced to make a stark choice between career and family because of the very high costs of child care.”

The Hong Kong 30 Percent Club has had support from the eponymous (同名的) UK group but is independent of it.

The club hopes instead to get locally listed groups to increase the number of women on their boards voluntarily by promoting awareness of the benefits of diversity, providing training and helping companies to identify suitable candidates and candidates to identify companies.

26. What companies have supported the establishment of the 30 Percent Club?
27. According to recent survey, how many directors are women in Hong Kong?
28. Why are competent women ignored and unable to join the board of directors?
29. Compared with the past, has the number of women leaving their jobs at the time of marriage last year increased or decreased?
30. In what ways does the Hong Kong 30 Percent Club hope to get locally listed groups to increase the number of women on their boards voluntarily?

#### IV. Translation (15%)

**i. Directions:** *Translate the following five sentences. You should write your answer on the Answer Sheet.*

31. The adverts use real women as opposed to the models in order to indicate the real goal of the product, which is taking care of all the diversified needs of the women regardless of their looks or race.
32. Debating takes times, and that time increases exponentially depending on the number of people participating in the discussion, so you have to carefully choose the right people in the right numbers to suit the decision that needs to be made.
33. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of clients, client satisfaction and every other aspect of operations.
34. 中国 T 恤因物美价廉畅销于我方市场。
35. 我们准备给予你们百分之五的特别折扣，以补偿给你方所造成的麻烦。



### **V. Writing (20%)**

#### **Directions:**

Write a letter to Sunflower Home Appliance Co., Ltd applying for a position as a sales manager. Your letter should include:

- (1) Where did you get the information?
- (2) Why do you choose the company?
- (3) Why do you think you are capable for the position?
- (4) When and how can you be contacted?

Write about 150 words in the correct letter format.

### **VI. Answering (5%)**

**Directions:** *Answer the following question briefly with no less than 60 words.*

How can we exchange business cards appropriately?

**I. Oral Discussion(20%)**

**Direction:** *Work in a group, draw a lots and discuss one of the topics in the oral examination paper.* (题目详见口语测试卷)

**II. Vocabulary(20%)**

**i. Direction:** *Complete the sentences below with the proper words in the box. Change the form if necessary.* (10%)

implement	debit	Hierarchy	portray	Recognition
recipient	cement	assertive	incorporate	terminate

1. Nothing \_\_\_\_\_ a friendship between countyies so much as trade.
2. She was presented with a bunch of flowers in \_\_\_\_\_ of her service to the company.
3. Once the \_\_\_\_\_ has achieved and moved into the job market, they could repay the funds.
4. They have already decided to \_\_\_\_\_ the committee's recommendations in full.
5. She worked her way up through the corporate \_\_\_\_\_ to become president.
6. The President likes to \_\_\_\_\_ himself as a friend of working people.
7. The founding executive team must play an \_\_\_\_\_ role in defining what must be done and how.
8. Any party has no right to \_\_\_\_\_ this contract without another party's agreement.
9. We will always confirm the revised amount to you in writing before \_\_\_\_\_ your account.
10. They \_\_\_\_\_ many environmentally friendly features into the design of the building.

**ii. Direction:** *Match the following phrases with their correct definitions(10%)*

- |                        |  |
|------------------------|--|
| 11.marketing mix       | A. a plan of a journey,including the route and the places that you visit   |
| 12.quality control     | B. the unfair use of power in order to get jobs or other benefits for your family or friends   |
| 13.itinerary           | C. the four Ps:providing the customer with products at the right price,presented in the most attractive way promotion and available in the easiest way place |
| 14.marker segmentation | D. the measurement of products and services against set standards  |
| 15.nepotism            | E. the identification of the portions of the market that are different from one another  |

**III. Reading(20%)****IV. Translation(15%)**

**Direction:** *Translate the following five sentences.You should write your answer on the Answer Sheet.*

31. Hollywood would have us believe that these people are world-weary road warriors who live out of beaten suitcases and subsist on questionable airport food.
32. Once you've identified your inherent strengths,you can leverage them to pursue the opportunities best suited to your organization,effectively reducing potential vulnerability related to threats.
33. The global payment value chain is efficient mainly because globalization has led to liberalization of the banking rules and regulations that have enabled banks anywhere to deal with other banks everywhere and anytime and everytime.

34. 公司将坚持以科技求发展、以质量求生存、以信誉迎客户、以管理求效益的经营理念。

35. 我们的服务涵盖范围广泛。作为综合保险代理商，我们不仅提供住房和汽车保险，还提供健康和人寿保险等。

**V. Writing(20%)**

**VI. Answering(5%)**

**Direction:** *Answer the following question briefly with no less than 60 words.*

What do you think are social responsibilities of a company?