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SHIYONG SHANGWU YINGYU

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前言

PREFACE

全书贯穿各项语言技能,模拟各种真实的商务情景,帮助学生全面提高口头表达能力和实际运用能力。

本教材的特点主要体现在每章围绕一个商务主题展开,共由八个部分组成。

Part 1 Lead-in Questions: 由一些热门话题引入主题,开放式的答案旨在鼓励学生积极思考,各抒己见。

Part 2 Warming-up: 由一些简单的对话和听力材料组成,旨在为下一部分的听力练习做准备。

Part 3 Listening-in: 由一些简单的对话和听力材料组成。

Part 4 Speaking Out: 此部分安排了各种各样的课堂活动,如看图说话、角色扮演、小组讨论等,通过模拟不同的商务场景,让学生把习得的语言知识点灵活运用到自己的口头表达中。

Part 5 Listening Tips: 该部分归纳总结了一些听力应对技巧和策略,以帮助学生系统地进行训练。

Part 6 Read for More: 帮助学生了解商务文化,丰富背景知识,并借助相关主题的讨论激发学生的学习兴趣。

Part 7 Follow-up Exercises: 附加一些场景和会话供学生课外练习。

Part 8 Expanding Reading: 帮助学生进一步了解商务文化,提高阅读能力。



在编写本书的过程中,编者参考了国内外出版的一些图书,受益匪浅,在此谨向所参考的教材、专著的版权所有者表示衷心的感谢。

由于时间仓促,编者水平有限,书中错漏之处在所难免,望专家及使用者批评指正。

编 者

2023年2月

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Chapter 1

Negotiation



Objectives

- Understand business negotiation so you can better control what happens
- Predict the sequence of negotiation activities and move from disagreement toward agreement
- Identify the strategies and tactics of other players in the game



Part 1 *Lead-in Questions*

- 1.1 Negotiation is something that we do all the time and is not only used for business purposes. For example, we use it in our social lives perhaps for deciding a time to meet, or where to go on a rainy day. Discuss with your partners and find out what kinds of negotiations you are familiar with.
- 1.2 What strategies might be efficient in successful negotiations?
- 1.3 Look at the following picture. Discuss in groups about what information the picture sends to you.



Part 2 *Warming-up*

- 2.1 Listen to the following dialogue and tick the issues which have been mentioned.

Time of delivery	
Price of delivery	
Means of conveyance	
Port of delivery	

- 2.2 Listen to the dialogue again and decide which of the following statements are true and which are false.

___ 1. The goods will be first shipped to Los Angeles, and then trans-shipped from Los Angeles to Hong Kong, China.

- ___ 2. The goods will be first shipped to Hong Kong, China, and then trans-shipped from Hong Kong, China to Los Angeles, of course, in the same container ship.
- ___ 3. Containerization is faster, safer and more convenient. It is one of the best methods in the transportation of goods.
- ___ 4. The containers can be opened at both ends to protect goods from being damaged by heat, water and dampness.



Part 3 Listening-in

3.1 Listen to the passage on the tape and answer the following questions.

1. What is fundamental to being successful in business?

2. Why is business negotiation all about “give and take”? How to achieve balance between “give and take”?

3. What is the key skill in business negotiation?

4. Which atmosphere is better in conducting business negotiation, competitive or friendly? Why?

3.2 Listen to the passage again and fill in the blanks.

1. It can mean the difference between _____ a contract and _____ a contract, and has the _____ to be worth untold amounts of money to your business.
2. Negotiation is relevant when it comes to closing contracts on _____ terms with suppliers, but also during the _____ process, and in dealing with potentially profitable _____.
3. It's important to understand that these objectives are _____ on the other side of the table, and very few _____ businessmen will be willing to allow such _____ negotiation.
4. It's important to _____ between what you must achieve and what you want to achieve, thus building in some _____ for giving in to the _____ of the other side.
5. It's also a good idea to be relatively cagey in terms of what you _____, and _____



this too early in the negotiation process offers a key opportunity to the other side to negotiate a _____ at your expense.

3.3 Listen to the discussion between Mr. Brown, president of a local construction company and Mrs. Cheng about the possibility of forming a joint venture to bid for another project. Answer the following multiple choice questions according to what you have heard on the tape.

1. Which company shall be the one who provides most of the fund?
 - A. Mrs. Cheng's company.
 - B. Mr. Brown's company.
 - C. The third party.
2. How much fund will Mr. Brown's company provide?
 - A. 55%.
 - B. 45%.
 - C. 54%.
3. Mrs. Cheng's company will provide the following items EXCEPT for _____.
 - A. construction equipment
 - B. workshop building
 - C. temporary equipment
4. What is NOT one of the functions of the Joint Venture Executive Committee?
 - A. To decide on the general policy.
 - B. To deal with such important matters.
 - C. To decide which company is the leading company.
5. Where will the next meeting be held?
 - A. Mrs. Cheng's company.
 - B. Mr. Brown's company.
 - C. The Joint Venture Executive Committee.

3.4 Listen to the discussion again and complete the following sentences.

1. We could ascertain such values through _____. In order to have _____, we might also invite _____ to attend, if necessary.
2. Accordingly, you will _____, if any, in local currency only, too. The exchange rate for _____ will be the same as stated in the owner's _____.
3. All the profits, _____ arising out of the contract shall be shared out between us _____ as our respective fund contributions.
4. Considering you are a local company _____, I would suggest that you be responsible for _____ the local labor and dealing with the relevant departments _____.

5. Not only that, if we are in charge of _____, I am sure we will do a good job, too. We know the market well.

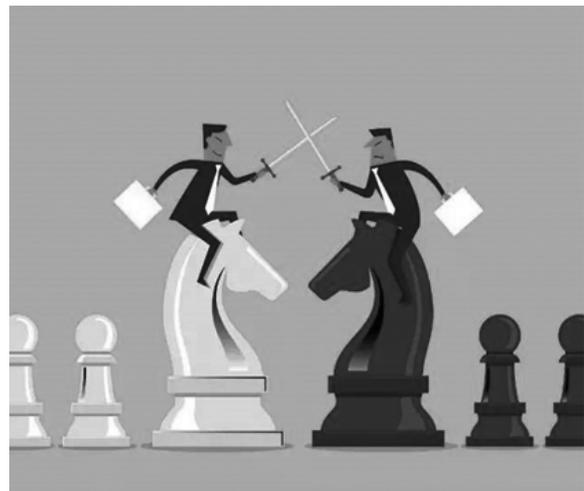
Part 4 Speaking Out

- 4.1** Divide your group into two parts; one stands for Craik Corporation and the other stands for Aiken Corporation, and role-play the discussion by using the negotiation skills you brainstormed.
- 4.2** Negotiation is an art, and negotiation styles may vary from nation to nation. A Japanese businessman intends to import nail clippers from an American company. Having settled the problems of price, quantity, and terms of payment, the American company focuses on the problems of packing. The Japanese businessman insists on packing the nail clippers in beautiful and delicate boxes while that will surely cost more. However, the American company intends to pack the goods in economical boxes which are to be reinforced with plastic straps. Make up a dialogue according to the situation above.

Part 5 Listening Tips

Try Not to Be Critical of the Other Person's Point of View

Hold your temper and your emotional feelings and try to listen to truly understand. Be patient. Give the speaker plenty of time to fully finish his train of thought. You might find that what you were initially going to disagree with wasn't such a bad idea after all. Keep all mind open. If you give the other person half a chance to tell you his views, you might find that you have learned something.





Part 6 Read for More

What Every Negotiator Needs

What does it take to become effective negotiators and how to enhance your style?

We learn a lot from school, but the truth is that we usually learn a lot more outside of the classroom in the mean streets we call “real life”. Theories are always presented in nice, neat packages. They often come with clean, sanitary examples to illustrate how the theory works in practice. We read the books and smugly assume we have it all figured out. Then, we are thrust into the real world to apply theory to practice. We set out like some kind of naive Don Quixote, ready to skewer the dragons and strut about our stuff. One big problem though—nobody thought to teach us that the world doesn’t read theories.

Learning to be an effective negotiator is not that dissimilar, either. A few of us read the books, fewer still take a theoretical course. It’s not until you step up to the mark to negotiate that the really valuable skills are learned. So negotiation training courses with practical hard hitting role plays with immediate video feedback of your performance are the most valuable.

So, here’s an 8-point checklist you can review to understand what traits make an effective negotiator. It should help to find out where you are, and where you need to go.

1. Know What’s Going on

We cannot be effective negotiators if we don’t know or have a handle on the goals and objectives of our company or organization. We have to be tuned into the strategic aims of what management is striving to attain. Otherwise, we will find ourselves in the situation of “the right hand doesn’t know what the left hand is doing”.

Naturally, it is clearly up to management to plainly state and communicate these objectives throughout the strata levels of its personnel. If you find yourself in a situation where you aren’t clear where your organization is going, you need to find this out and get it right. Good negotiators always have their finger on the pulse and thrust of the long-term goals and objectives of their company or organization.

2. Prepare—Prepare—Prepare

A good negotiator can only be effective when they are prepared. We have to do our homework and research before the negotiation or else we will be left groping about in the dark. We need to have all our ducks in a row by gathering all the available and applicable information to have on hand when we need it. To be unprepared is just asking for trouble.

3. Learn—Probe—Learn

An effective negotiator also has the ability to snoop like a nosy detective. When we sit down with

our counterpart, we often don't have a lot of information about the aims of the other side. Every time we sit down with our counterparts we must learn to pry information from them to see the picture from their point of view. The more we can learn about them and what they need or want, the better we are able to develop our proposals or evaluate theirs. We should always know our BATNA and reservation price, but we need to learn more about what lurks behind their motivations.

4. See the Big Picture

One very important trait we need to develop and groom is the ability to be dexterous and flexible like a gymnast. The negotiating process is like the currents in a river. They are ever-changing. We can't go in the game with a fixed mind-set as this will result in tunnel vision. Being flexible allows us to change the rules of the negotiation as we might have to help our counterpart realize the merits of an agreement and the possibilities we both can derive together. Similarly, as we learn more from our opposite numbers, we can adjust our strategy as the play unfolds.

5. Thick Skinned or Staying Cool

Learn to roll with the punches. Emotions can get heated during a negotiation. A smart negotiator never takes what's said as a personal affront and can separate the issues from the emotions. So, we must always be detached and maintain our perspective and be focused on our objectives. It's not about us and it's not about them. It's about why we are negotiating.

6. Break down the Barriers

There are many forms of barriers that act as sticking points, causing our negotiations to become bogged down. An effective negotiator learns to recognize the "fly in the ointment" and understand the nature of the problem that stands so resolutely in their way. Once we understand the sticking point, we are able to sniff out the reasons for these barriers. Most things are the result of "cause and effect", so once we know the nature of the beast that stands in our way, we can consider solutions and options to negate and neutralize them.

7. Find Allies

We don't always find ourselves operating from a position of strength. It even might seem we don't have much to work with at the initial stages of our negotiation, so sometimes we need to find ways to enhance our position at the table. This often occurs in multiparty negotiations either within all organizations or with multiple external negotiating parties. An effective negotiator knows that there is strength in numbers and can ferret out allies to form coalitions to increase their negotiating power.

8. Have a Trusting Reputation

"Fool me once—shame on you..." Everyone with whom we negotiate forms all impression of who we are as a negotiator. If we create a negative perception where we appear sneaky and disreputable, this vision is going to follow us around like a bad smell. It will likely haunt us down the road in our future negotiations.

If you've haggled with tricky negotiators who played you like a fish, how do you think you will deal with this person again? How effective will you be in trying to create a good agreement or



relationship with someone you don't trust? Well, it's a two way street. We cannot be effective in our negotiator's role when our counterpart believes we are trying to stiff them. Integrity and trustworthiness are vital to our reputation as effective negotiators.

Summary

So, how did you fare? Take heart if you feel you are lacking in some of these traits. Once you pinpoint where you might be lacking, you can take positive steps and address any shortcomings you might have identified. Take a good training course, read material that can aid you in developing these traits. Above all else, experience is one of the best teachers that can help you in your quest to be a top-notch negotiator. Learn from your mistakes, because we've all traveled down the same road.



Part 7 Follow-up Exercises

7.1 Try to solve the following problem.

An American businessman intends to import some stuffed toys from you. Having settled the problems of price, quantity, and terms of payment, you focus on the problems of packing. As for the inner packing, he requires that each stuffed toy be packed in a plastic bag and then in a cardboard box with beautiful designs in bright colors. As for the outer packing, he wants to reinforce all those cardboard cartons with straps outside and mark them with words such as "Handle with care" and other general marks for transportation. Then you shift to the problem of delivery. The American businessman wants the goods to be delivered in July so that the toys will be ready for the selling season for Christmas. But you find it difficult because all the shipping spaces have been booked up from now till the end of July. Try to solve this problem.



7.2 There is a negotiation between the American businessman and you on the problem of packing.

Now, have a group discussion on how you are going to manage the whole negotiation process.

- How are you going to get prepared?
- What are your objectives?
- What strategy and style are you going to adopt?

- D. What will be your agenda for the meeting?
- E. Under what circumstances will you make concessions? How much do you intend to give up?



Part 8 Expanding Reading

Overview

K. G. Marwin Inc, developed a particular technology in the 1980s, called the Trilliamp Process that the Chinese government sought to integrate into an ethylene facility in Lanzhou, the capital of Gansu Province. It signed a contract with Marwin, which in 1985 invited inquiries from U. S. and Japanese manufacturers for production of the machinery.

Marwin recommended the Japanese company Auger-Aiso as most capable of producing the turbines, while the Chinese invited two U. S. companies—Federal Electric and Pressure Inc. , which manufactured through the large Japanese trading company Mitsubo—to compete for the multi-million-dollar contract.

The Scene

To undertake the negotiations with the three prospective suppliers, six Chinese officials and three representatives from the Bank of China were selected.

The Auger-Aiso chief negotiator was Todman Glazer, the company's Japanese branch manager from the United States who resided in Tokyo and was assisted by his Japanese colleagues. Glazer remembered the tight deadlines he had faced on previous trips to China; now positions had been reversed, with the Chinese facing the pressures and deadlines. He realized the value of thinking like one's opponent—seeing things as they do. This was the first potential deal with China in the ethylene market, and Auger-Aiso faced stiff competition from Mitsubo, which had already cornered the Chinese oilprocessing market.

At the first negotiation meeting in Beijing, the Chinese insisted that custom required the visitor—Glaze—to make the first presentation. He did this, even though he was accustomed to allowing his opponents to speak first.

Glazer began by addressing the excellence of Auger-Aiso technology, explaining that the manufacturing would all be done in Japan to ensure product excellence. When the Chinese offered no indication of their position or price, Glazer felt obliged to quote all upper-range price that would allow flexibility. The Chinese still made no comment.

In the afternoon, the Chinese heard offers from the combined Mitsubo-Pressure team, then Federal Electric. By the end of the day, Federal Electric had dropped out of the race, accepting that it could not compete.



Revolving Doors, Changing Moods

During the first week of negotiations, a pattern emerged. The Chinese would meet with Glazer and his colleagues in the morning and ask for a price, saying that their competitors had already bid such-and-such a price, which was invariably lower than the last Auger-Aiso bid. They would meet with Mitsubo-Pressure in the afternoon and use the same approach, causing the latter to drop its price. Moreover, each meeting would end with the Chinese saying, “We will call you tomorrow.” But, because they never called, both prospective vendors became panicky and visited the Chinese office without noticing to present an even lower bid. As the Chinese kept the vendors guessing and in the dark, Glazer understood how the Chinese had earned a reputation as master negotiators.

At the second meeting, tactics changed and there were different people representing the Chinese side. An antagonist would suddenly burst out in loud Chinese and harangue the Auger-Aiso side for some fifteen minutes, complaining about the quality of the machines they were offering. A protagonist would then intervene and, apologizing for his colleague, would say he had been upset about the current situation.

Glazer regarded these outbursts as no more than arranged role playing, designed to make the protagonist (the good guy) appear more trustworthy to the foreigners. But, Glazer realized, all the participants were play-acting.

Then there was yet another change. The Chinese located the Auger-Aiso and Mitsubo-Pressure teams near the meeting room, in the adjacent rooms. Mitsubo-Pressure would be called in and asked for its best price.

After the team had returned to its room, Auger-Aiso would be called in, told the latest price, and asked if it could beat this. When the prospective vendors could drop their price no lower, they would add something to the package. Auger, for example, added oil gauges for its turbines, effectively a three-percent add-on. Even so, the Chinese still would not commit to placing an order.

When the Price Is Right

Glazer could hardly believe that he had lowered his price twenty percent that week; to do so would have been out of the question in the United States. On the final day, Auger-Aiso made another offer and, for the first time, the Chinese made a counter offer. Auger-Aiso accepted, and agreement was reached. A few hours later, Mitsubo-Pressure came back with an even lower price, but the deal had already been struck.

Glazer spoke later about how difficult it was to compete with Japanese trading companies, explaining that U. S. companies had so many factors to bear in mind, including insurance and a variety of liabilities. Meanwhile, Japanese trading companies, which had vastly different legal parameters [within which] to operate within, could more easily focus on getting contracts and closing deals. He believed that Auger-Aiso had been awarded the contract because it had been the preferred supplier right from the start.

Chapter 2

Talk to Your Boss and Co-workers



Objectives

- To know the key elements of business communication
- To learn how to conduct an effective communication with your boss and co-workers



Part 1 Lead-in Questions

1.1 When you form the first impression of someone, which of these is most important to you? Rank them from 1 (the most important) to 5 (the least important). What other things are important when you form the first impression of someone? Think of at least two.

- The way they look at you
- The way they dress
- The way they speak
- Their job or who they work for
- The way they shake your hand or greet you

1.2 Scott Adams' cartoon characters Dogbert and Dilbert star in the world's most popular satire on modern business life. How do you understand the following statements?

1. To get the boss's ear, try to speak his language.
2. "Your boss will always be a deeply flawed human being but one with certain priorities dictated by his position. "

Part 2 Warming-up

2.1 Listen to the passage and summarize the top 5 ways to annoy your co-workers.

1. _____.
2. _____.
3. _____.
4. _____.
5. _____.

2.2 What do you think are the differences between leadership and management? Here are five things that well-known people have said about leadership and management.

1. A _____ job should be based on a task to be performed in order to attain the company's objectives.
2. A _____ is someone who knows what he/she wants to achieve and can communicate with.
3. To _____ is to forecast and plan, to organize, to command, to coordinate and to control.

4. The task of the _____ is to get his people from where they are to where they have not been.
5. _____ is like holding a dove in your hand. Squeeze too tight, you kill it. Open your hand too much, you let it go.



Part 3 Listening-in

3.1 In our daily life, language is a central element in communication. But communication can also be possible without words. Listen to the following conversations carefully and pay special attention to the common sense of language and people's opinions about language learning.

1. What does the word "taboo" mean?

2. In which society do taboos exist?

3. What are the subjects commonly avoided in many different cultures?

4. How do we deal with taboos?

5. In addition to "pass away", what other expressions can people use in referring to death?

6. What is the confusing yet popular "inside" language used by the inhabitants?

7. For what should a business traveler conquer this obstacle?

8. What will probably happen if a non-native speaker doesn't understand this type of language?

3.2 Notes about the Dialogue:

1. The language the man is learning:



2. The language he's already known:
3. The purpose of his studying French:
4. The level of his French:
5. According to the man, if you can't get your ideas across, you feel:
6. Time for him to study French before leaving to work in France:
7. The possible results of any small misunderstanding in conducting business:
 - A. Spoil _____
 - B. Spoil _____
 - C. Spoil _____
 - D. Damage _____

Part 4 *Speaking Out*

- 4.1** The “6 bad M’s”, or what we regard as the biggest and most persistent problems in cross-cultural business communication, are misunderstandings, mistakes, misinterpretations, mistranslations, misinformation, misperception. Discuss:
What are the examples of each of these? Who is responsible for these problems?
- A. Speaker
 - B. Listener/Receiver
 - C. Both
 - D. Neither
 - E. It depends
- 4.2** An expatriate manager, through his secretary, issued all invitations to selected (Japanese) members of his department, plus their wives, to a dinner party at his home. He was told that it was accepted, but on the day of the party one of the members came and told him that taking wives to a dinner party was not a Japanese custom, and that they wanted to leave the wives out, and replace them with other members of the department. The expatriate was annoyed. “Why have you left it to the last day to tell me this?” He also wondered if the Japanese who stood before him represented all the Japanese or was only speaking for himself.
Study this case and discuss. What causes the conflict?



Part 5 **Listening Tips**

What Are “Details”?

Details are the specific information that support and enrich the main idea. If the main idea is the trunk of a tree, details are the branches, the leaves, the flowers and the fruits.

How to catch the “details”?

- You don't have to understand every word.
- Listen for important details, that is, the answers to the “WH” questions (who, what, where, when, and why).
- Focus on content words (verbs, nouns, adjectives and adverbs).
- Take notes.



Part 6 **Read for More**

Listen with Your Eyes

Tips for Understanding Non-verbal Communication

Is there ever any doubt in your mind as to the mood of a co-worker upon their arrival at work? Non-verbal communication is the single and the most powerful form of communication. More than voice or even words, non-verbal communication cues you into what is on another person's mind. The best communicators are sensitive to the power of the emotions and thoughts communicated non-verbally.

Non-verbal communication ranges from facial expression to body language. Gestures, signs, and use of space are also important in non-verbal communication. Multicultural differences in body language, facial expression, use of space, and especially, gestures, are enormous and enormously open to misinterpretation.

One of the funniest—yet saddest—non-verbal exchanges I have ever witnessed occurred in the registrar's office at a major university. A multinational student tried to communicate his problem with an older, white female. He gesticulated constantly waving his hands to punctuate his communication.

He tried to narrow the distance between himself and the university employee who kept backing away to maintain her level of spacial comfort. By the end of the conversation, the student was chasing



her the length of the countertop still gesturing with his hands heatedly. The employee told me later that she had been terrified of the student who was merely trying to tell her that he had already paid the bill he had just received from the university.

One study at UCLA indicated that up to 93% of communication effectiveness was determined by non-verbal cues. Another study indicated that the impact of a performance was determined 7% by the words used, 38% by voice quality, and 55% by the non-verbal communication.

If you want to mask your feelings or your immediate reaction to information, pay close attention to your non-verbal behavior. You may have your voice and words under control, but your body language including the tiniest facial expressions and movement can give your true thoughts and feelings away. Especially to a skilled reader of non-verbal cues, most of us are really open books.

Here are several tips for improving your reading of non-verbal information. No matter what your position at work, improving your skill in interpreting non-verbal communication will improve your ability to share meaning with another person.

Shared meaning is my definition of communication. Correct interpretation of non-verbal communication will add depth to your ability to communicate.

Tips for Understanding Non-verbal Communication

- Recognize that people communicate at many levels. Watch their facial expressions, eye contact, posture, hand and feet movements, body movement and placement, and appearance and passage as they walk toward you. Every gesture is communicating something if you listen with your eyes. Become accustomed to watching non-verbal communication and your ability to read non-verbal communication will grow with practice.

- If a person's words say one thing and their non-verbal communication says another, you should listen to the non-verbal communication—and that is usually the correct decision.

- Assess job candidates based on their non-verbal communication. You can read volumes from how the applicant sits in the lobby. The non-verbal communication during all interview should also elucidate the candidate's skills, strengths, weaknesses, and concerns for you.

- Probe the non-verbal communication during an investigation or other situations in which you need facts and believable statements. Again, the non-verbal cues may reveal more than the person's spoken words.

- When leading a meeting or speaking to a group, recognize that non-verbal cues can tell you:
 - when you've talked long enough.
 - when someone else wants to speak, and
 - the mood of the crowd and their reaction to your remarks.

Listen to them and you'll be a better leader and speaker.

Understanding non-verbal communication improves with practice. The first step in practice is to recognize the power of non-verbal communication. I'm sure you've had gut feelings that what a person

said to you was untrue. Listen to your gut. Along with your life experiences, training, beliefs and all that make up your past, it's your inner expert on non-verbal communication.

Part 7 Follow-up Exercises

7.1 Discuss the following gestures and write your interpretation of them in the table.

Your Interpretation	Gestures
Show agreement	Nodding his head up and down
	Looking secretly at his watch or yawning behind his hand
	Fiddling with a pencil or with his glasses all the time while talking to you
	Holding a hand over the mouth while talking
	Frowning and shaking the head
	Holding up index finger
	Smiling and nodding

7.2 “eye contact” is also a means of non-verbal communication. People take eyes as the “windows to the soul”. Even if communicators can't look directly into the soul, they consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes. Now discuss and make certain about what feelings and attitudes people can express from their eyes.

Part 8 Expanding Reading

What Is Business Communication?

Business communication is a kind of communication used to promote a product, service, or organization; relay information within the business; or deal with legal and similar issues. It is also a means of relating between a supply chain, for example, the consumer and manufacturer.

At its most basic level, the purpose of communication in the workplace is to provide employees with the information they need to do their jobs.

Business communication encompasses a variety of topics, including marketing, branding, customer relations, consumer behaviour, advertising, public relations, corporate communication, community engagement, research & measurement, reputation management, interpersonal



communication, employee engagement, online communication, and event management. It is closely related to the fields of professional communication and technical communication.

Business is conducted through various channels of communication, including the Internet, print (publications), radio, television, ambient media, outdoor advertising, and word of mouth.

Business communication can also refer to internal communication. A communication director will typically manage internal communication and craft messages sent to employees. It is vital that internal communication is managed properly because a poorly crafted or managed message could foster distrust or hostility from employees.

Business communication is a common topic included in the curricula of Masters of Business Administration (MBA) programs of many universities.

There are several methods of business communication, including:

- (1) Web-based communication—for better and improved communication, anytime, anywhere...
- (2) E-mails, which provide an instantaneous medium of written communication world wide;
- (3) Reports—important in documenting the activities of any department;
- (4) Presentations—a very popular method of communication in all types of organizations, usually involving audiovisual material, like copies of reports, or material prepared in Microsoft PowerPoint or Adobe Flash;
- (5) Telephoned meetings, which allow for long distance speech;
- (6) Forum boards, which allow people to instantly post information at a centralized location;
- (7) Face to face meetings, which are personal and should be succeeded by a written follow-up.

Chapter 3

Business Meetings



Objectives

- To learn how to prepare for a business meeting
- To learn how to have effective business meetings
- To learn to chair a business meeting and take minutes



Part 1 *Lead-in Questions*

- 1.1 Meetings come in all shapes and sizes. There are everyday office meetings, board meetings, seminars, etc. Talk about the sorts of meetings that you know.
- 1.2 Which do you think are the important tips for successful meetings?
- 1.3 Work in small groups. Discuss: Which of these things do you expect at a formal meeting and which at an informal meeting?



Part 2 *Warming-up*

an agenda	matters arising	AOB	coffee
a chairperson	an objective	a time limit	minutes
any other business	briefing documents		

- 2.1 Listen to the meeting on the recording. Tick the items in the box above which they mention. Do you think that this is a formal or an informal meeting? Why?
- 2.2 Listen to the meeting again. There are six phrases that are usually used in the meeting. Write them in the correct boxes and then answer the following questions.

To signal the start	
To introduce the objective	
To ask for questions	
To ask for clarification	
To ask for repetition	
To interrupt	

Think of other appropriate expressions for the above table.

Questions

- 1. What do they have to decide at the meetings?
- 2. What's the time limit for the meeting?
- 3. How much money are they going to lose?
- 4. Who is taking minutes?



Part 3 Listening-in

3.1 Listen to the passage and answer the following questions.

1. What do you think is the most important function of meetings?

2. What is the most important of the three areas mentioned by the speaker and why?

3. What is the key to the selection of content of a meeting?

4. What is the function of the design of a meeting?

5. What shall we take into account when handling the process of a meeting?

3.2 Listen to the passage and fill in the missing information in the blanks according to the information you hear.

Depending on your job, you may be _____ once a week or several a day. Many work teams, for example, function by _____ formally and informally to discuss _____. Organizations use meetings to help _____ involving a number of people or work groups. Meetings are used to _____, investigate problems, _____, set up business arrangements, _____ and so on.

Meetings offer many _____ to all organizations and their members. A _____ meeting encourages _____—people can keep _____ with developments and changes, which means better _____ between sections. Meetings can give people an opportunity to _____ and help develop _____. Other benefits of _____ meetings include greater, _____ resulting from _____ and more effective _____.

Different _____ require different kinds of meetings. Depending on the _____ to be solved, the _____ to be transacted and the _____ of the group and _____, you might choose: committee meetings; _____; informal decision-making sessions; _____; general staff meetings; _____; meetings to give instructions; _____.



Part 4 Speaking Out

4.1 Work in groups and have a series of short meetings. Take turns to be chairperson. The chairperson should choose the subject of the meeting and decide on things like a time limit, agenda, minutes, etc. At the beginning of each meeting he/she should do the following things:

- (1) Signal the start.
- (2) Introduce the objective.
- (3) Mention issues such as agenda, time limit as appropriate.
- (4) Ask for questions.

Others in the group should interrupt, ask for clarification, repetition, etc., as appropriate.

4.2 Work in groups and have meetings to discuss solutions to the following two business problems. Groups should take a few minutes to read the problems under discussion. Then, somebody should act as chairperson and begin the meeting in the way described in 4.1.

(1) Break Time for Smoking

The anti-smoking lobby continues. In the early 1980s less than 5% of UK companies had a policy towards smoking. Today, according to ASH (Action on Smoking and Health) 9 out of 10 major companies have some code of practice on smoking in the workplace. But more than 25% of British adults continue to smoke, so what attitude should the other employers take? Should they try to accommodate the needs of smokers as well as nonsmokers? Or should they ban smoking completely?

(2) Travel Sick Blues

Business travelers are making up to 15% more trips than a year ago. The constant time zone changes, time wasted in transit and frequent delays wear down many. What can the tired executive do about the problems of business travel? And under what circumstances can he or she simply say “no” when asked to go on yet another trip?

Part 5 Listening Tips

The main idea is the gist of a passage, the central thought expressed or implied in words. Identifying the main idea is the first step to successful listening, which may help the listener build up the general understanding of the passage.

Here are suggestions to identify the main idea:

- Identify the topic, which is the subject of the material;
- Identify which aspect the material focuses on in terms of the subject;
- Summarize its major supporting details that support that aspect of the subject;
- Classify the material and summarize its main idea accordingly.

If it is a . . .	then you can . . .
Conversation	records the key words and links them together
Story	focuses on the “WH” words (who, what, when, where, why)
Lecture	pays attention to the first or the last sentence



Part 6 Read for More

How to Take Minutes at a Business Meeting

Business meetings may be conducted formally or informally, depending on the company and the circumstances. Taking good minutes during a business meeting can be a crucial time and headache saver and it's a skill that is greatly appreciated by employers. The following guidelines are based on Robert's *Rules of Order*.





Step 1

Obtain the meeting agenda, minutes from the last meeting, and any background documents to be discussed. Consider using a tape recorder to ensure accuracy.

Things you'll need

- Portable tape recorders
- Blank tapes
- Notebook papers
- Computers

Step 2

Sit beside the chairperson for convenient clarification or help as the meeting proceeds.

Step 3

Write "Minutes of the meeting of (exact association name)".

Step 4

Record the date, time and place of the meeting.

Step 5

Circulate a sheet of paper for attendees to sign. (This sheet can also help identify speakers by seating arrangement later in the meeting.) If the meeting is an open one, write down only the names of the attendees who have voting rights.

Step 6

Note who arrives late or leaves early so that these people can be briefed on what they missed.

Step 7

Write down items in the order in which they are discussed. If item 8 on the agenda is discussed before item 2, keep the old item number but write item 8 in second place.

Step 8

Record the motions made and the names of people who originate them.

Step 9

Record whether motions are adopted or rejected, how the vote is taken (by show of hands, voice or other methods) and whether the vote is unanimous. For small meetings, write the names of the attendees who approve, oppose and abstain from each motion.

Step 10

Focus on recording actions taken by the group. Avoid writing down the details of each discussion.

Transcribing Minutes

Step 1

Transcribe minutes soon after the meeting, when your memory of the event is still fresh.

Step 2

Follow the format used in previous minutes.

Step 3

Preface resolutions with “Resolved. That...”.

Step 4

Consider attaching long resolutions, reports or other supplementary materials to the minutes as an appendix.

Step 5

Write “Submitted by” and then sign your name and the date.

Step 6

Place minutes chronologically in a record book.



Part 7 Follow-up Exercises

7.1 Work in groups and hold a number of short meetings on the topics below or other topics chosen by yourselves. Take it in turns to be the chairperson whose job is to:

- Start the discussion
- State your purpose
- Keep the discussion moving
- Ask for opinions or suggestions
- Control people (if necessary)
- Make sure everyone has a chance to give his/her view
- Move from point to point
- Keep the time limit
- Summarize the discussion
- Close the discussion
- Focus on meeting topics
- Work with people from different cultures



7.2 Make a short presentation on one of the following topics. Before making the presentation, you should take two minutes to write an outline of your presentation.

- What are the major functions for a meeting?
- What should we do to effectively prepare a meeting?
- How to be an effective organizer for a meeting?
- How to behave properly at a meeting?
- The relevant topics of your own choice.

Part 8 Expanding Reading

The Significance of Business Meetings

Meetings come in all shapes and sizes. There are everyday office meetings, board meetings, seminars, all the way up to major conferences. And meetings can now be face-to-face, teleconference, videoconference, or online via the Internet. And when is the last time you heard someone say “Gee, we need to have more meetings”? There are more than enough meetings to go around these days, and for a good reason. Meetings are more important than ever. Modern workplaces are built on teams, sharing ideas, and effective project coordination.

If communication is the lifeblood of any organization, then meetings are the heart and mind. It's the place where we communicate our ideas, hash them out, share our passion for better or worse, develop new understandings and new directions. It's where deals can happen or fall apart, where strategies are articulated and debated—in short—where we engage with others. That's what it's all about, people meeting with people.



Survey results published by the Annenberg School of Communications at UCLA and the University of Minnesota's Training & Development Research Center show that executives on average spend 40%~50% of their working hours in business meetings. Further evidence of the pervasiveness of meetings comes from a recent issue of *Fast Company* magazine, where organizational psychologist

John Ryburg says he advises corporate clients to provide twice as much meeting space as they did 20 years ago.

How to Plan a Meeting

Studies also point out a discouraging trend: Surveyed professionals agree that as much as 50% of that meeting time is unproductive and that up to 25% of meeting time is spent discussing irrelevant issues. Typically, they complain that meetings are too long, are scheduled without adequate time to prepare and end without any clear result.

Most of us have been to seminars or conferences where we've left feeling inspired and rejuvenated. But how many of us have ever left everyday meetings feeling the same way? Rarely, no doubt. The reason is that good seminars and conferences are organized precisely to engage us. Sadly, most office meetings are not.

Believe it or not, meetings can and should be the most interesting and productive part of your day. And if you've ever been to a great conference or seminar, you already have seen some of the basic principles at work. These can be summarized as:

- (1) Preparation
- (2) Facilitation
- (3) Inspiration
- (4) Results

Preparation means making sure your meeting has a clear, stated purpose, and an agenda. Participants are chosen carefully, invited in a professional way and given sufficient prior information. Preparation also means attention to details including: room bookings, catering, A/V equipment, reminders.

Facilitation means that someone or a team is responsible for guiding the meeting, a plan for the meeting is reflected in the agenda and the facilitator (or chair) keeps things on time and on track.

Inspiration is probably the most overlooked aspect of everyday meetings. All the attention to detail and process can push the opportunity for spontaneity and enthusiasm aside. Build in activities that engage participants, use strategies to generate discussion, or visual aids to grab attention.

Results mean that every meeting should be directed toward one or more outcomes. Participants must feel that something has been accomplished, and they must see all of their meetings as part of the bigger strategy to involve them in the future of the organization. Achievements at one meeting should be recapped in the next, and so on.

Chapter 4

Financial Report



Objectives

- To learn words and expressions related to financial reports
- To try to understand the financial world



Part 1 Lead-in Questions

- 1.1 What is “globalization” after all? What kind of impact has globalization had on your life?
- 1.2 Do you think that globalization is just another way of describing the spread of American culture? What positive or negative effects of globalization have you noticed?
- 1.3 Make a list of economic indicators. Discuss their respective economic meanings and talk about their relationships.

Part 2 Warming-up

- 2.1 Getting familiar with some financial terms will be very helpful to understand financial reports. Have a discussion about the following financial terms. Share with each other any information you know about them. Choose the best one to fill in the following statements.

London Gold Xchange

The New York Stock Exchange

NASDAQ

The Dow Jones Industrial Average

The Hang Seng Index

1. _____ is an electronic exchange where stocks are traded through an automated network. It stands for National Association of Securities Dealers Automated Quotations. As a general rule of thumb, it is where most technology stocks are traded.
2. _____ is a market-value weighted index of the stock prices of the 33 largest companies on the Hong Kong market. The index is used to record and monitor daily changes of the largest companies of the Hong Kong stock market and as the main indicator of the overall market performance in Hong Kong, China.
3. _____ must be the most prominent of stock exchanges. It is nicknamed the “Big Board”, and, by dollar volume, is the largest stock exchange in the world and is the second largest by number of companies listed.
4. _____ is more than 100 years old and it is one of several stock market indices created by *Wall Street Journal* editor and Dow Jones & Company co-founder Charles Dow. Today, the Average consists of 30 of the largest and most widely held public companies in the United States, called blue chips.

5. _____ is a digital currency exchanger. As a worldwide currency exchange provider, it was founded in 2000 and is owned by London Gold Exchange International Inc. , with offices in London and Hong Kong, China.



Part 3 Listening-in

- 3.1** Write T (true) or F (false) for the following statements according to what you hear.

- _____ (1) This financial report is mainly about the New York Stock Exchange.
 _____ (2) The fact that the stock market closed lower is due to a fall in New York.
 _____ (3) The Hang Seng Index ended the day up 7%.
 _____ (4) Eight most active stocks are specified in the financial report.
 _____ (5) This financial report concerns not only stock exchange but also gold exchange.

- 3.2** Fill in the following chart to clarify the situation of the local stock market according to what you hear.

General Situation	The Hang Seng Index closed _____ points at _____, and the _____ was _____ dollars.		
Specific Situation	Stocks	Fluctuation	Figures
	HSBC _____	↓	_____ cents
	Shanglongkai Property	↑	_____
	Hutchison	↓	_____
	Cable and _____ HKT	↑	_____
	Cheng Hong	↑	_____
	China _____	↓	_____
	CCT Telecom	↓	_____
	Pacific Century _____	↓	10 _____
	Hanong Holdings	↓	_____
New _____ Cyberspace	↓	_____	
Future Situation	The Hang Seng _____ future for November and _____ were all _____.		

- 3.3** Concentrate on listening to this monologue by taking down notes with reference to the plot development.

It was an exhausting day because _____



But my tiredness vanished suddenly because _____

Therefore, I believe praise is _____

Yet, the fact is that most of us are ready to _____
but reluctant to _____

In that case, praise is particularly appreciated by _____



Part 4 Speaking Out

- 4.1** Look at the six indicators in the right column which tell you about the health of a country's economy. Match each indicator to one of the words or phrases in the left column.

rising prices

people out of work

loans

currency

share prices

imports and exports

exchange rate

stock market index

unemployment rate

inflation

balance of payments

interest rate

- 4.2** Use your general knowledge to say what these terms are.

Dow Jones

Hang Seng

Won

Ringgit

Rupiah

- 4.3** Discuss the following questions.

1. If you are a currency trader, will you attack your country's currency at the moment? Why or why not?
2. In what ways is it a good thing that national economies around the world are now linked so closely together?