

大学商务英语一课程·对外经济贸易大学

Introduction to Business English I

Week 5 lesson I

黄婕

2024-10-9

Content

- § Why and how (to learn this course)?
- § Learning scope
- § Grading policies
- § Schedule
- § Class resources and tools
- § Unit 1 Warming up



Why and how (to learn this course)?

Why Business English I?

五年内95%的翻译都要失业？ChatGPT杀入，从业者加速转型



南方周末

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现在一口流利的英语还值钱吗？

英语是不是已经不值钱了？显示全部

关注问题

写回答

邀请回答

好问题 23

25 条评论

分享

347 个回答

默认排序

知乎

首页

知乎知学堂

等你来答

知乎直答

如何评价中国汉堡塔斯汀



英语

英语的重要性，在中国是否被严重高估了？

关注问题

写回答

邀请回答

好问题 58

67 条评论

分享

1,713 个回答

默认排序

Why Business English I?

出国留学



+ Transcripts

+ GRE/GMAT

+ English Language Test

+ Essays

+ Recommendations

+ Resume

HBS does not have a minimum test score to apply, however, the MBA Admissions Board discourages any candidate with a TOEFL score lower than 109 on the IBT, an IELTS score lower than 7.5, a PTE score lower than 75, or a Duolingo score lower than 145 from applying.

求职

对外经济贸易大学 毕业生就业质量报告

University of International Business and Economics
Report of Graduate Employment

2022届毕业生就业单位性质统计情况

2022届就业毕业生中，就职于金融行业人数共1078人，占就业总人数38.67%。其中银行系统就业共517人，占金融行业就业总人数47.96%。除金融行业，在IT行业、教育、科研行业和政府机关就业比例较高，分别为13.52%、11.62%和8.14%。其中IT行业主要有华为、北京三快、京东、百度、小米等企业，政府机关以商务部、外交部、海关系统和税务系统为主。

中国建设银行总部2025年度校园招聘公告

发布时间：2024-09-06 14:00

(七) 外语水平要求

须通过大学英语六级考试（成绩不低于425分）、或托业（TOEIC）听读公开考试（成绩不低于715分）、或新托福（TOEFL-IBT）考试（成绩不低于85分）、或雅思（IELTS）考试（成绩不低于6.5分）。英语专业毕业生须通过国家英语专业八级考试（成绩不低于60分），其他外语类专业毕业生须通过主修语种的相应水平考试。

Why Business English I?



Opinions (subjective)

- 英语无用论
- AI取代翻译



Facts (objective)

- 仍是升学、求职的门槛
- 是跨文化交际的基础

Course objectives

Self-learning

- 充分利用课程和网络资源

Critical thinking

- 分清观点和事实，独立思考

Cross-cultural communication

- 拥抱多样性，认识理解沟通

Business knowledge

- 贸大招牌 + 职场基本功

English language skills

- 是地基也是天花板

Video: Why I learned English?



Learning scope

学习范围



期中、期末考试范围

精讲单元

Unit 1 Companies

Unit 2 Leadership

Unit 3 Strategy

Unit 4 Pay

Unit 5 Development



自学单元

Unit 6 Marketing

Unit 7 Outsourcing

Unit 8 Finance



考：一段课文填空

考：课文、商务知识（知识和词汇）

每单元组成部分、教学计划

Warming up 引入

Reading 精读课文

Business knowledge 商务知识

Understanding the text 课文理解

Language work 语言练习

Grammar in use

Listening 听力练习

Career skills

Culture at work

Dilemma & Decision 小组讨论：困境与决策

课时	内容
Lesson 1	Warming up + business knowledge
Lesson 2	Reading + understanding the text
Lesson 3	Reading + understanding the text
Lesson 4	Language work + listening + dilemma

本学期主题概览

Unit 1 Companies

Unit 2 Leadership

Unit 3 Strategy

Unit 4 Pay

Unit 5 Development

Unit 6 Marketing

Unit 7 Outsourcing

Unit 8 Finance

写作资源： Writing guide (p. 202)

- General rules
- Emails
- Memos 备忘录
- Short reports
- Minutes 会议记录
- Full reports



Grading policies

评分细则

大学商务英语一：期末分数比例

	内容	比例
平时成绩 (40%) Non-exam assessment	出勤 + 课堂表现（有加分）	10%
	个人演讲 presentation	10%
	作业 1: 课堂听写（单词、短语、句子）	10%
	作业 2: 作文（150字）	10%
考试 (60%) Exams	期中考试: 范围 Unit 1 - 3	20%
	期末考试: 范围 Unit 1 - 9	40%

I. 期中、期末考试安排 (60%)

期中考试题型:

- 词形变换
- 中英互译
- 课文段落填空

期末考试题型:

- 选词填空
- 词形变换
- 单选题
- 课文段落填空
- 阅读理解
- 中译英
- 写作

2. 作业安排 (20%)

一次听写 (词、短语、句子)

- 当堂 + 闭卷

一次写作作业

- 可以使用AI工具。
- 可以提交电子版。
- 需要提交以下文件：
- 分数根据四个元素共同打分。
- 谎报未使用AI会严重扣分哦。

1. 原始版本的构思稿 (150字)
2. 使用AI工具的名称
3. 撰写的提示词
4. 最终版本的作文

3. Presentation 安排 (10%)

主题：介绍一个你喜欢的APP/软件/工具/游戏。

时间：3-5分钟。

(尽量不要和前面的同学重复)

演讲结束后，允许观众提问。

You should say:

1. **What** type of application or software or game it is
2. **When** and **how** you know about the application
3. **What** you have experienced with it
4. And explain **why** you like it

3. Presentation 安排 (10%)

口语演讲要求：

内容原创 + 真情实感 + 创新性（最重要）

发音和流利度（次重要）

注意：不读稿！（脱稿加分，读稿严重扣分）

注意：若使用AI, 演讲稿的单词、句子难度需量力而为。

4. 出勤、课堂表现（10%）

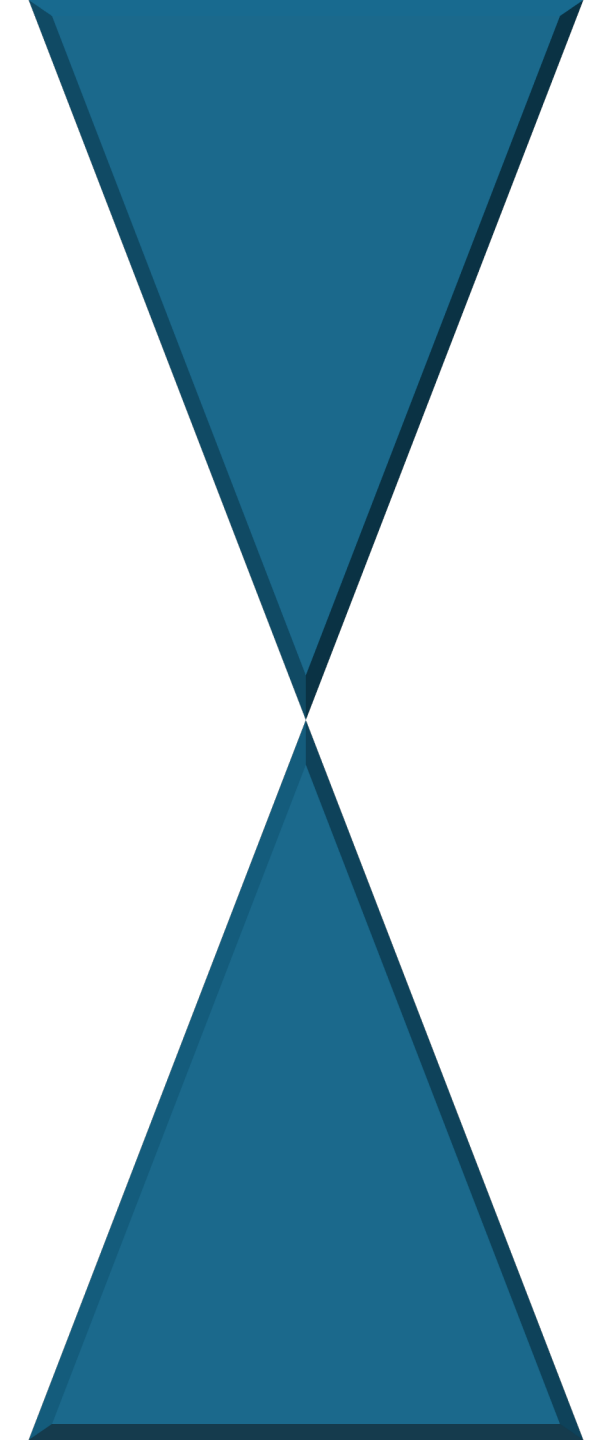
出勤

- 病假、事假需医院或辅导员假条
- 本学期缺勤超过3次，影响出勤成绩
- 缺勤超过6次，取消期末考试资格

课堂表现

- 积极参与讨论和发言，最高可额外加5%

Schedule 进度



学期进度

校历	Class week	Date	Weekday	Content	Assignments & Exams
第5周	Week 1	2024-10-09	周三	Introduction	
		2024-10-12	周六	Unit 1 Companies	
第6周	Week 2	2024-10-14	周一	Unit 1 Companies	
		2024-10-16	周三	Unit 1 Companies	
第7周	Week 3	2024-10-21	周一	Unit 2 Leadership	
		2024-10-23	周三	Unit 2 Leadership	
第8周	Week 4	2024-10-28	周一	Unit 2 Leadership	
		2024-10-30	周三	Unit 2 Leadership	
第9周	Week 5	2024-11-04	周一	Unit 3 Strategy	
		2024-11-06	周三	Unit 3 Strategy	
第10周	Week 6	2024-11-11	周一	Unit 3 Strategy	作业1：课堂听写
		2024-11-13	周三	Unit 3 Strategy	
第11周	Week 7	2024-11-18	周一	Unit 4 Pay	
		2024-11-20	周三	期中考试	期中考试
第12周	Week 8	2024-11-25	周一	Unit 4 Pay	
		2024-11-27	周三	Unit 4 Pay	
第13周	Week 9	2024-12-02	周一	Unit 4 Pay	布置写作作业
		2024-12-04	周三	Unit 5 Development	
第14周	Week 10	2024-12-09	周一	Unit 5 Development	作业2：写作上交
		2024-12-11	周三	Unit 5 Development	
第15周	Week 11	2024-12-16	周一	Unit 5 Development	
		2024-12-18	周三	作文讲评	
第16周	Week 12	2024-12-23	周一	复习、答疑	
		2024-12-25	周三	复习、答疑	
第17周	Week 13	期末考试			

个人演讲—日期、主题认领

请注意：

1. 请同学们在表中**标蓝的列(Presenter)** 选择适合的课次，填写**自己的姓名**，并在右侧对应的**Topic列**填写自己的**汇报主题**（汇报前均可修改）。

2. 目前总空位为48个（我班共46人），每周汇报人数上限为4人（每次课最多2人），请尽早确定日期和主题。

学期初—问卷调查

- 欢迎同学们参与大学商务英语一的学期初问卷！本问卷为**完全匿名**，仅为老师调整课堂节奏、设计课堂活动的目的收集。
- 问卷共**7道多选题**，请尽量选出符合你本人情况的答案。
- 谢谢！



Class resources and tools

课程资源和工具

课堂资料

班级微信群：

- 课件
- 答疑
- 学习资料共享

智慧树：

- 商务英语主题系列微课
(自学)
- 课件
- 视频
- 课文精读电子版

***AI** technology is **welcome** in this class.
... but in an acceptable way.*



大语言模型(LLM)使用目标

AI是什么？




- 我们常说的AI，往往指的是大语言模型（Large Language Models，简称LLM）是一种由包含数百亿以上参数的深度神经网络构建的语言模型，使用自监督学习方法通过大量无标注文本进行训练。其目标是理解和生成人类语言，以便进行有效的对话、回答各种问题、完成文本分类、摘要、翻译等多种自然语言处理任务。

英语课用AI干什么？

- 搜索字、词、句
- 理解课文
- 理解商务知识概念
- 制定学习方案
- 获取学习资源（音视频）

目前常见的大语言模型工具（2024.10）

全球

ChatGPT 4o	OpenAI	 GPT-4o
Claude 3.5 sonnet	Anthropic	 Claude 3.5 Sonnet
Gemini	Google	 Gemini 1.5 Pro

中文

文心一言	百度
通义千问	阿里巴巴
星火认知大模型	科大讯飞
智谱清言	清华大学
Kimi	月之暗面
豆包	字节跳动



清影智能体-AI生视频上线啦！🎉🎉

智谱清言大动作！现在输入文本或上传图片，即刻得到一段属于你自己的视频~

大语言模型搜索技巧：提示工程 (prompt engineering)

CO-STAR 结构化 提示词 撰写框架

C (Context, 上下文):

- 为提示词提供相关背景信息，帮助模型理解你的具体需求。

O (Objective, 目标):

- 明确你希望AI实现的目标或输出。

S (Scope, 范围):

- 设定边界，描述你不需要的内容，限制输出的范围。

T (Tone, 语气):

- 说明你想要输出的语气或风格，例如“专业的”、“幽默的”或“简洁的”。

A (Audience, 受众):

- 告诉AI你面向的读者是谁，以便调整语言和内容。

R (Resources, 资源):

- 如果有特定的材料或数据集可以参考，建议补充说明。

LLM提问举例

简单提问：

请帮我生成一段3-5分钟的英文演讲稿，主题是介绍一个你喜欢的APP/软件/工具/游戏。

CO-STAR框架撰写的提问：

我是一名大一新生，需要在英语课上做一段个人演讲，主题是介绍一个我喜欢的APP/工具/软件/游戏。我的英语基础中等，词汇量不是很大，所以我想做一个更突出个人特色、真情实感的演讲。我想介绍的APP是欧路词典，我非常喜欢它，因为它的功能全面、能够自定义本地词典，还能够保存生词表，给我自定义的用户体验。特别是付费的版本能够提供更多专业的服务，极大地提高了我的英语学习效率。请你根据以上信息，给我生成一段5分钟左右的英文演讲脚本，词汇量和句子表达不需要很复杂。

LLM提问举例-简单提问

请帮我生成一段3-5分钟的英文演讲稿，主题是介绍一个你喜欢的APP/软件/工具/游戏。

Ladies and gentlemen,

Today, I am honored to stand here and introduce to you an app that I truly love – Doubao.

Doubao is an intelligent language assistant that has brought great convenience and value to my life. It offers a wide range of functions and services.

First and foremost, it is extremely useful for knowledge acquisition. Whenever I have a question about any subject, be it history, science, technology, or literature, Doubao can provide accurate and detailed answers. It helps me expand my knowledge horizon and understand various concepts more deeply. Whether I'm preparing for an exam, doing research for a project, or simply satisfying my curiosity, Doubao is always there to offer reliable information.

Moreover, Doubao is excellent for language learning. It can correct my grammar mistakes, offer suggestions on vocabulary usage, and even help me with translations. This has been a huge boon for me as I strive to improve my language skills.

In addition, Doubao is very user-friendly. The interface is clean and intuitive, making it easy for me to navigate and use. Whether I'm using it on my mobile phone or computer, the experience is seamless.

Finally, Doubao is constantly evolving and improving. The developers are always working hard to enhance its capabilities and add new features, ensuring that users like me can continue to benefit from its services.

In conclusion, Doubao is an amazing app that has become an indispensable part of my life. It has helped me in so many ways, from learning and research to language improvement and problem-solving. I highly recommend it to everyone who is looking for a powerful and useful tool. Thank you!

简单提问：

- 答案随机
- 无针对性
- 书面化太强
- 容易“撞词”

LLM提问举例-CO-STAR框架提问

我是一名大一新生，需要在英语课上做一段个人演讲，主题是介绍一个我喜欢的APP/工具/软件/游戏。我的英语基础中等，词汇量不是很大，所以我想做一个更突出个人特色、真情实感的演讲。我想介绍的APP是欧路词典，我非常喜欢它，因为它的功能全面、能够自定义本地词典，还能够保存生词表，给我自定义的用户体验。特别是付费的版本能够提供更多专业的服务，极大地提高了我的英语学习效率。请你根据以上信息，给我生成一段5分钟左右的英文演讲脚本，词汇量和句子表达不需要很复杂。

✎ 📄 ...

Slide 1: Introduction

Hello everyone! Today I want to introduce an app that I really like - Eudic. As a freshman, I am always looking for useful tools to help me with my studies. And Eudic has become an indispensable part of my learning journey.

Slide 2: What is Eudic?

Eudic is a dictionary app. It has many useful features that make it stand out from other dictionary apps. For example, it has a comprehensive set of functions. It allows me to customize local dictionaries according to my own needs. This means I can add dictionaries that are more suitable for my level and interests.

Slide 3: Save New Words

Another great feature of Eudic is that it can save my new words. Whenever I come across a new word while reading or studying, I can easily add it to my word list. This helps me review and remember these words more efficiently. It gives me a customized user experience and makes my learning more personalized.

Slide 4: Paid Version

The paid version of Eudic offers even more professional services. Although it costs a little money, it is definitely worth it. With the paid version, I can access more detailed explanations, example sentences, and pronunciation guides. This greatly improves my English learning efficiency.

Slide 5: Conclusion

In conclusion, Eudic is an amazing app that has helped me a lot in my English learning. Its comprehensive functions, customizability, and ability to save new words make it a great tool for students like me. If you are also looking for a good dictionary app to improve your English, I highly recommend giving Eudic a try. Thank you!

CO-STAR提问框架：

- 提供更多背景信息
- 更有针对性
- 语言易接受
- 更“真诚”



Unit 1 companies

Week 1 lesson 2

Jie Huang
2024-10-12



Warming up

How much do you know about companies?

互联网大厂

Major technology companies

国企

State-owned enterprise
(SOE)

小厂

Start-ups

外企

Foreign companies

How much do you know about companies?



Large multinational corporation



Small or medium-sized family business



Trendy new high-tech company

国企 state-owned enterprise
民企 private companies/enterprises
外企 foreign companies

Warming up

1

What are the advantages and disadvantages of working for the following types of companies? Which type would you prefer to work for?

1. 3 or 4 students form a discussion group.
2. Each group chooses 1 type of company and describe its ***pros and cons***.
3. You may consider the ***pros and cons*** from the following aspects:
 - Pay (high or low)
 - Professional development
 - Working environment
 - Pressure
 -

Warming up

1

What are the advantages and disadvantages of working for the following types of companies? Which type would you prefer to work for?

Company types	Advantages	Disadvantages
A large multinational corporation	<ul style="list-style-type: none">• clear structure and career progression• good benefits• recognized by future employers	<ul style="list-style-type: none">• narrow area of work• lack of view of what is happening in the rest of the organization
A small or medium-sized family business	<ul style="list-style-type: none">• close relationship with other workers• ability to see how all the roles fit together	<ul style="list-style-type: none">• difficulties working with other family members• amateur running of the business
A trendy new high-tech company	<ul style="list-style-type: none">• exciting environment	<ul style="list-style-type: none">• fast-moving business area may be risky• possibility of redundancy if the business fails

Pros and cons of a job

Salary

- **High:** Well-paid, generous compensation, six-figure salary
- **Low:** Underpaid, modest salary, barely making ends meet

Company structure

- **Flat:** less bureaucracy, direct communication with upper management
- **Hierarchical:** top-down management, multiple layers of management

Benefits

- **Good:** excellent health insurance, generous paid time off, retirement plans
- **Poor:** minimal benefits, lack of health coverage, limited paid vacation

Work environment

- **Positive:** collaborative, supportive, flexible, work-life balance
- **Negative:** stressful, competitive, micromanaged, toxic culture

Career path

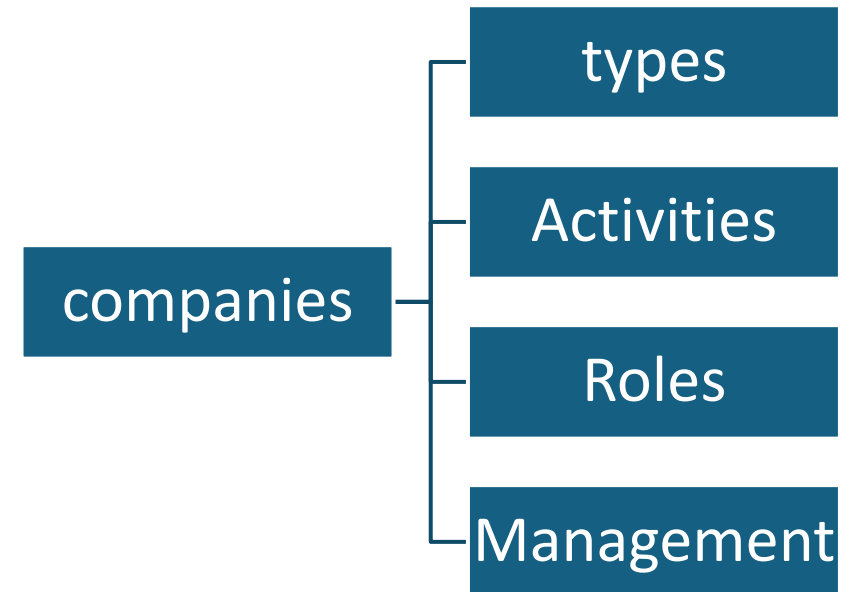
- **Good:** clear path for advancement, mentorship programs, training opportunities
- **Poor:** limited growth potential, stagnant position, glass ceiling

Job security

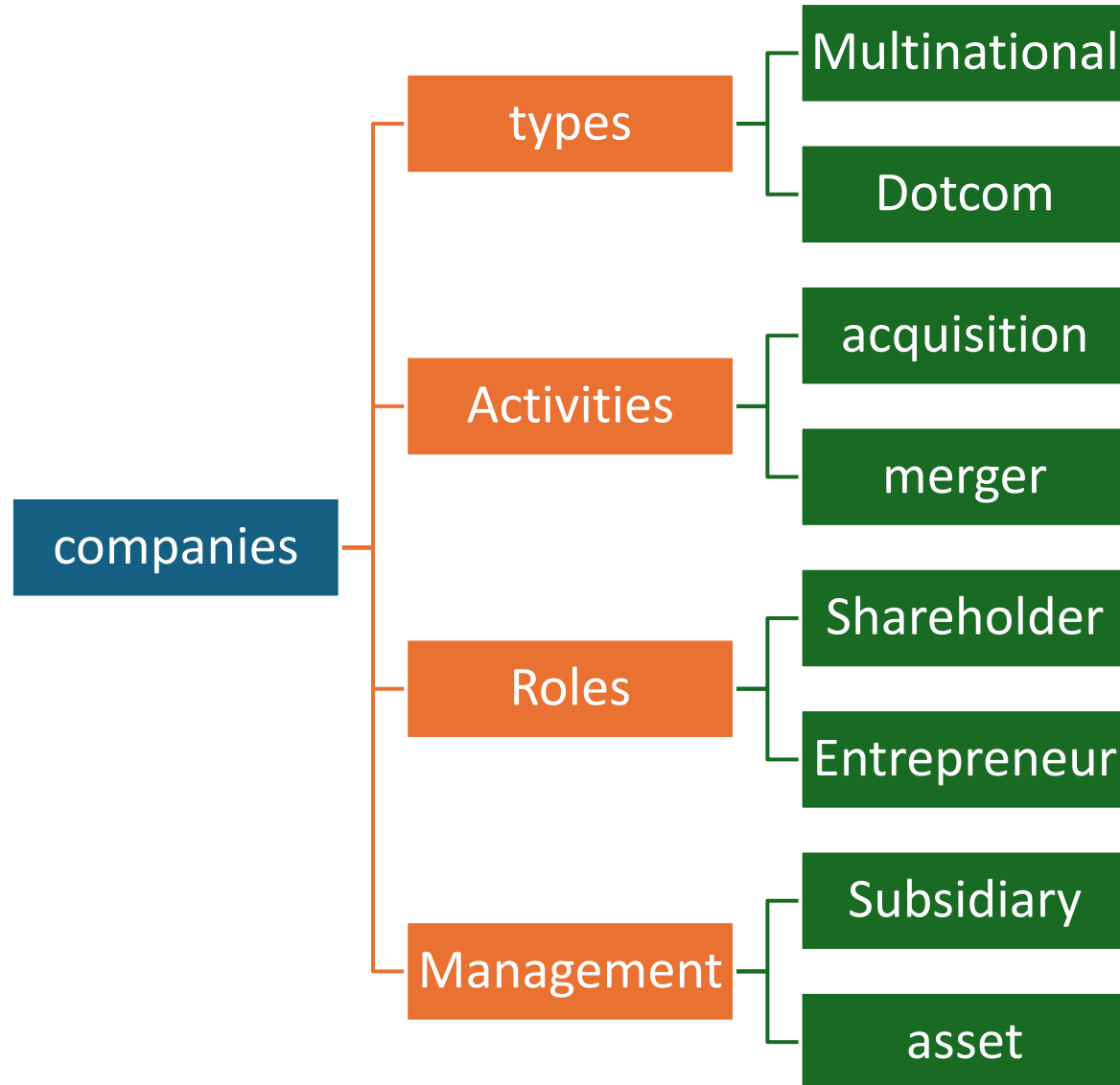
- **Stable:** secure position, established company, low turnover rate
- **Unstable:** contract work, frequent layoffs, volatile industry

Concepts about COMPANIES

1. **multinational**: a company having factories, offices, and business activities in many different countries
2. **dotcom**: a company that does business using the Internet or provides a service on the Internet
3. **acquisition**: a purchase of one company by another
4. **merger**: the joining together of two or more companies or organizations to form a larger one
5. **shareholder**: someone who owns shares in a company or business
6. **subsidiary**: a company that is owned or controlled by another larger company
7. **entrepreneur**: someone who starts a new business or arranges business deals in order to make money, often in a way that involves financial risks
8. **asset**: the things that a company owns, that can be sold to pay debts



Concepts about COMPANIES



Warming up

2

Read the words or phrases and their explanations. Then complete the following paragraph with the words or phrases. Change the form when necessary.

There are many different types of companies. Most large corporations are public limited or joint-stock companies, which means that shareholders who wish to invest in the company can buy and sell parts of the company on the stock exchange. Many are multinationals with subsidiaries and assets in various different countries and they generally engage in mergers with other companies and acquisitions in order to expand. However, large corporations are increasingly under threat from the growing number of dotcoms set up by entrepreneurs .



Business knowledge

Company types

Company types

1. Multinational

A multinational corporation (MNC) is usually a large corporation incorporated in one country which produces or sells goods or services in various countries. The two main characteristics of MNCs are their large size and the fact that their worldwide activities are centrally controlled by the parent companies.

2. Partnership

Partnership is a type of unincorporated business organization in which multiple individuals, called general partners, manage the business and are equally liable for its debts; other individuals called limited partners may invest but not be directly involved in management and are liable only to the extent of their investments. In a partnership, each partner shares equal responsibility for the company's profits and losses, and its debts and liabilities.



3. Sole proprietorship

A sole proprietorship, also known as the sole trader or simply a proprietorship, is a type of enterprise that is owned and run by one natural person and in which there is no legal distinction between the owner and the business entity. The owner is in direct control of all elements and is legally accountable for the finances of such business and this may include debts, loans, loss, etc.

I. Multinational 跨国公司

- **Incorporated** (adj.) 成为股份制公司
- Produces or sells goods or services *in various countries*
- Large size
- parent companies

Parent company 母公司

Subsidiary 子公司

Subordinate (adj. & n.) 下属 (的)

2. Partnership 合伙企业

unincorporated 非股份制的

general partners 普通合伙人（无限连带责任）

limited partners 有限合伙人（不参与日常管理）

be equally **liable** for (its debts) 对其债务承担**同等**责任

shares equal **responsibility** for

profits and losses 盈亏

debts and liabilities 各项债务

专业服务行业：

- 法律事务所：如Baker McKenzie, Clifford Chance
- 会计师事务所：如PricewaterhouseCoopers (PwC), Deloitte（在某些国家）
- 管理咨询公司：如McKinsey & Company（在某些国家）
- 建筑设计公司：如Foster + Partners

金融服务：

- 投资银行：如高盛（Goldman Sachs）在成为上市公司之前
- 对冲基金：如Bridgewater Associates
- 私募股权公司：如KKR（Kohlberg Kravis Roberts）在上市之前

3. Sole proprietorship 独资企业

Proprietor (n.) 所有人 /prə'praɪətə/

Proprietary (adj). 独有的, 专有的

Proprietorship (n.) 所有权、独资制

natural person/**legal** person 自然人/法人

be **accountable** for = be responsible for
对.....负责

Loans 贷款

Freelance Professionals (自由职业者):

- Graphic designers (平面设计师)
- Writers and journalists (作家和记者)
- Photographers (摄影师)
- Consultants (顾问)

Trades and Services (贸易和服务):

- Plumbers (水管工)
- Electricians (电工)
- Carpenters (木匠)
- Hairdressers (理发师)
- Personal trainers (私人教练)

.....

Open questions:

1. Among the three types of companies, which one has the **strongest control** over its own management?
2. Which type of companies do you think is going to **lead the future**? Would you like to work in such companies? And why?



Reading

Read the passage for 2 minutes on your own.

Question:

- What is the *structure* of this passage? (paragraphs)

Part 1: Paragraph 1-3: Background and questions

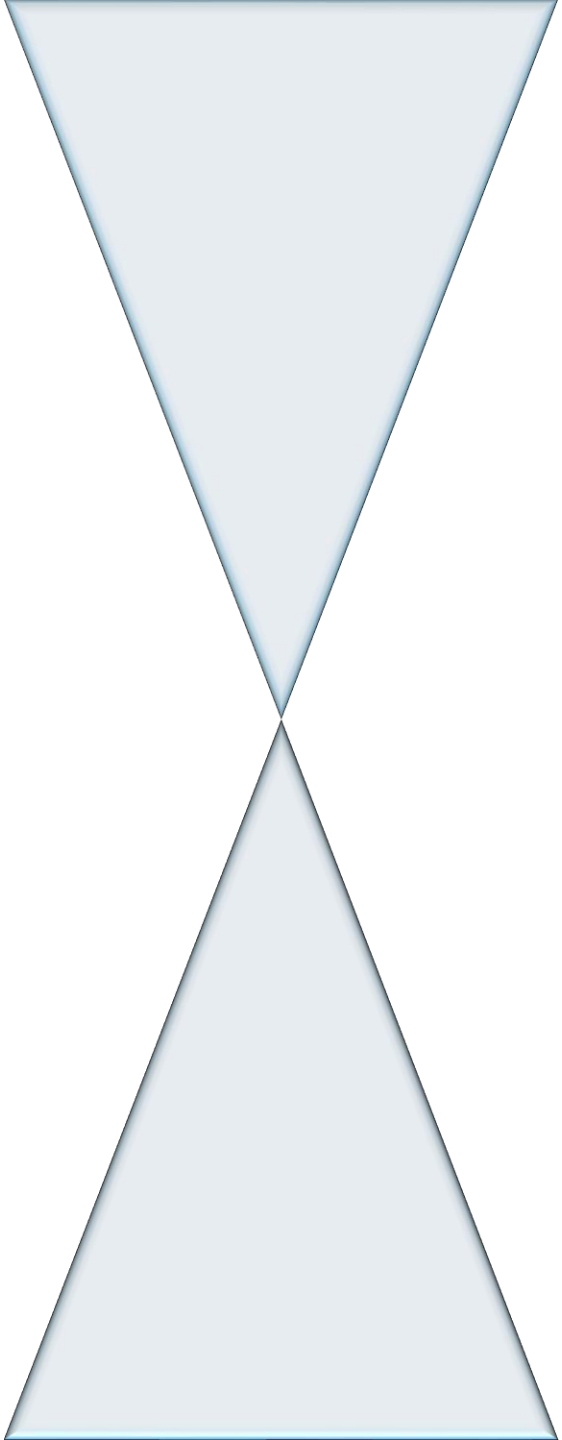
Part 2: Paragraph 4-7: Three answers and another perspective.

- What does the title “a matter of choice” refer to?

It refers to the increasing importance of choice in shaping the future of companies and the business environment.

Specifically:

- Consumers have more choices in how they spend their money.
- Producers have more choices in selecting suppliers.
- Shareholders have more choices in where to invest their money.



Lead-in

What is *the Economist*?

- When was it founded?
- Where is it based?
- Do they only publish magazines?
- What else do they publish?

After-class question:

- What does “center-right” mean? Explore more about ideological stances.



<The Economist> 经济学人

Basic Information

- Famous English-language weekly magazine
- 著名的英文周刊

Content Coverage

- Global news
- Politics
- Business
- Technology
- Culture
- 涵盖全球新闻、政治、商业、科技和文化

Writing Style

- Clear and concise English
- Great for English learners
- 简洁清晰的英语写作
- 适合英语学习者

Global Perspective

- International viewpoint
- Covers worldwide events
- 国际化视角、报道全球重要事件

Depth of Analysis

- In-depth analysis and insights
- Helps understand complex issues
- 深入的分析 and 见解、有助理解复杂的全球问题

Reading Tips

- Start with shorter articles
- Gradually increase reading amount
- Read Chinese summaries first
- Then try English original text
- 从短文开始、逐步增加阅读量、先读中文摘要、再尝试英文原文



Reading

Understanding the text 2 (Group work)

1 What were the characteristics of **US corporations in the past**?

2 What **changes** have occurred to those corporations?

Group 1: Paragraph 1-3.

3 What is meant by “Most have shifted their production systems from high-volume to high value...?” in **Paragraph 3**?

4 What different **types of future companies** does the author mention?

5 Why does the author believe there is **not one definite** type of future companies?

Group 2: Paragraph 4-7.

6 What does the author believe to be the **key to survival** for companies in future?

Understanding the text 2 (Group work)

1 What were the characteristics of **US corporations in the past?**

They were hierarchical or bureaucratic organizations making long runs of standardized products. They improved products instead of innovating, provided lifelong employment, and enjoyed good industrial relations.

2 What **changes** have occurred to those corporations?

Giant corporations disappeared / were transformed. They changed from high volume to high value, from standardized to customized.

There are flatter hierarchies and less lifelong employment.

3 What is meant by “Most have shifted their production systems from high-volume to high value...?” in **Paragraph 3?**

High volume = mass produced.

High value = smaller quantity with a larger profit margin.

Group 1

Detailed reading (Para. I)

Durable (adj.)

- 耐用的 durable goods 耐用的货物
- 持久的 durable peace 持久的和平

A handful of 一把, 少数

- a ~ of sand 一把沙/ a ~ of supporters 少数的支持者
- [联想]: Few 很少的 dozen 一打 dozens 许多 bunch 串
couple 数个 several 几个的 hundreds 数百 plethora 过剩

Detailed reading (Para. 2)

/ˈhaɪərərki/

Hierarchy
(n.)

等级制度

hierarchical (adj.) ~ society 等级社会 feudal society 封建社会

公司内的等级: steep vs. flat (等级森严 vs. 扁平化管理)

/bjʊəˈrɒkrəsi/

Bureaucracy
(n.)

官僚制度

bureau (n.) 办公室、政府部门

bureaucratic (adj.)

Detailed reading (Para. 2)

Predictable (adj). 可预测的、平庸的（有时含贬义）

- a predictable disaster 可预见的灾祸
- predictably (adv.) P~, he left his umbrella in the train. 如所预料, 他把雨伞遗留在火车上

Trade unions 工会

- Film: <American Factory> – 了解美国工会

Detailed reading (Para. 3)

Shift (v.) 移动

- move 普通用词，指从一处到另一外的任何距离的转移。
- shift 侧重位置与方向的改变。
- transfer 一般表示转送或移交迁移，尤指交通运输中的换乘或职务的调动等。
- remove 作“移动”解时，与move可换用，还可指撤职或开除学籍等。

Standardised to customized

- standardized tests 标准化测试
- a customized car 定制汽车

Flatten (v.)

- 把...弄平 e.g. ~ the ground 把地面弄平
- ~ oneself on... 趴在...上 e.g. He flattened himself on the floor.

Understanding the text 2 (Group work)

4 What different **types of future companies** does the author mention?

Giant companies, small companies with few tangible assets, networks of entrepreneurs.

5 Why does the author believe there is **not one definite** type of future companies?

Because consumers, producers and shareholders have more choice.

6 What does the author believe to be the **key to survival** for companies in future?

Flexibility.

Group 2

Detailed reading (Para. 4)

Takeover (n.) 接管

- friendly ~ 善意收购 hostile ~ 恶意收购
- (v.) take over 接管 the job or role of ... 接替.....的工作

Merger (n.) 收购

- ~ and acquisition (M & A) 合并与收购

Maintain (v.)

- 保持 ~ diplomatic relations with foreign countries 与外国维持外交关系
- 保养 ~ the roads 养护道路
- 主张 e.g. He ~ed the theory to be wrong. 他坚称那理论是错的

Detailed reading (Para. 5)

School of thought 持...观点的人, 思想流派

- modern ~ 现代思潮 critical ~ 批判学派

Almost 几乎

- 程度副词:
- almost 相差很小, 差不多
- nearly 数量、空间、时间上接近
- about 大约 (数量)
- approximately 大约, 较为精确 (书面语)
- around 大约 (非正式)
- roughly 粗略估计
- just 正好
- absolutely 完全地

Detailed reading (Para. 5)

Glimpse (n. & v.) 一瞥, 隐约感觉

- I only caught [got] a ~ of the speeding car.
我只瞥见那部疾驰的车子
- I had a ~ of his true intention.
我模模糊糊地知道他的意图

Tangible assets 有形资产

- *[Investopedia]*: An asset that has a physical form such as machinery, buildings and land. 机器、建筑物、土地
- Fixed asset 固定资产 + current asset 流动资产 (有形资产的子集)
- **Intangible asset 无形资产**: Intellectual property (IP) 知识产权, brand value 品牌价值, etc.

Lease (v. & n.) 租

- 表示出租:
- Hire (英国: 车、船)
- Lease (房、地、不动产)
- Rent (英: 房屋, 美: 日用品)
- Let (房地产)
- Charter (承租飞机、轮船、火车等)

Freelance (adj.) 自由职业的

- Freelancer 自由职业者
- Full-time employee 全职雇员
- Contract worker 合同工
- In-house staff 企业内部员工

Detailed reading (Para. 6 & 7)

Entrepreneur 企业家

- Start-up(s) 初创企业
- Venture capitalist 风险投资者 (风投)
 - Adventure (个人) 冒险
- Entrepreneurship 企业家精神
 - Accelerator 加速器
 - Incubator 孵化器
 - Unicorn 独角兽公司

Bidder (n.) 出价人

- the highest [best] ~ 出价最高者
- Auction (v. & n.) 拍卖

At the expense of 以.....为代价

- at an ~ of 100 dollars 以一百美元的费用
- at the ~ of one's health 以牺牲自己的健康为代价
- spare no ~ /effort 不惜花费...

Understanding the text I

1. Read the text and decide whether the following statements are true (T) or false (F).

(**T**) 1 US corporations were hierarchical or bureaucratic making long runs of standardized products.

(**F**) 2 Big companies provided their workers with lifetime employment, but they didn't keep good industrial relations with the giant trade unions.

(**F**) 3 Giant corporations were transformed from high-value to high-volume, from customized to standardized.

(**F**) 4 The author believes that big companies are a thing of the past. The future belongs to small Internet companies.

(**F**) 5 The best way to look at the future of the company is to focus on the environment that will determine it.

Understanding the text 3

The modern company is heading for three directions. The first is that a handful of giant companies are engaged in a(n) silent takeover of the world. A record number of mergers happened in the past couple of decades. The second school of thought argues that big companies are a thing of the past. Monorail Corporation, which sells computers, owns no factories, warehouses or any other tangible assets. The third school of thought says that companies are being replaced by net-works. Groups of entrepreneurs form such a network to market an idea. They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied by venture capitalists.

Discuss in groups

1. Please introduce one of your *favorite internet companies* and tell us about its future outlook.
2. Tell us about your *career choice* (government? corporate? self-employed?) and its relevance to your major.
3. Do you think *gender matters* in the process of Human Resources management in big companies? Why or why not?

Detailed reading (Para. 5)

Glimpse (n. & v.) 一瞥, 隐约感觉

- I only caught [got] a ~ of the speeding car.
我只瞥见那部疾驰的车子
- I had a ~ of his true intention.
我模模糊糊地知道他的意图

Tangible assets 有形资产

- *[Investopedia]*: An asset that has a physical form such as machinery, buildings and land. 机器、建筑物、土地
- Fixed asset 固定资产 + current asset 流动资产 (有形资产的子集)
- **Intangible asset** 无形资产: Intellectual property (IP) 知识产权, brand value 品牌价值, etc.

Lease (v. & n.) 租 /li:s/

- 表示出租:
- Hire (英国: 车、船)
- Lease (房、地、不动产) on lease 租赁中
- Rent (英: 房屋, 美: 日用品)
- Let (房地产) House to let. 有房出租.
- Charter (承租飞机、轮船、火车等) a charter flight 包机

Freelance (adj.) 自由职业的

- **Freelancer** 自由职业者
- Full-time **employee** 全职雇员
- Contract **worker** 合同工
- In-house **staff** 企业内部员工

Detailed reading (Para. 6 & 7)

Entrepreneur 企业家

- Start-up(s) 初创企业
- Venture capitalist 风险投资者 (风投)
 - Adventure (个人) 冒险
- Entrepreneurship 企业家精神
 - Accelerator 加速器
 - Incubator 孵化器
 - Unicorn 独角兽公司

Bidder (n.) 出价人

- the highest [best] ~ 出价最高者
- Auction (v. & n.) 拍卖

At the expense of 以.....为代价

- at an ~ of 100 dollars 以一百美元的费用
- at the ~ of one's health 以牺牲自己的健康为代价
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(**F**) 4 The author believes that big companies are a thing of the past. The future belongs to small Internet companies.

(**F**) 5 The best way to look at the future of the company is to focus on the environment that will determine it. **Another way**

Understanding the text 3

The modern company is heading for three directions. The first is that a handful of giant companies are engaged in a(n) silent takeover of the world. A record number of mergers happened in the past couple of decades. The second school of thought argues that big companies are a thing of the past. Monorail Corporation, which sells computers, owns no factories, warehouses or any other tangible assets. The third school of thought says that companies are being replaced by networks. Groups of entrepreneurs form such a network to market an idea. They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied by venture capitalists.

/ˌɒntreˈprəʊnɜː(r)/ 企业家

Summary of key ideas

Future of the modern
company

1. few giant companies
(monopoly?)

2. small internet
companies

3. network of startups

* New environment
and choices



Discuss in groups

1. Please introduce one of your *favorite internet companies* and tell us about its future outlook.
2. Tell us about your *career choice* (government? corporate? self-employed?) and its relevance to your major.
3. Do you think *gender matters* in the process of Human Resources (HR) management in big companies? Why or why not?



Language Work

Language work

1. Find the words in the text that describe the people who:

1 work independently or on short-term contracts freelancer contractor 合同工

2 are willing to take risks entrepreneurs Start-up founder 创始人

3 are willing to invest in new and/ or risky business projects
venture capitalists Angel investor 天使投资人

4 express a wish to buy something bidder/consumers Customer/client 客户

5 make goods producer Manufacturer/supplier/maker 制造商

6 own part of a company shareholder Stakeholder 利益相关者/owner 所有者

Language work

2 Match the words or phrases with their explanations.

- | | | |
|-------------------------|---|--|
| 1 bureaucracy | → | A. goods of the same quality and design |
| 2 flattened hierarchy | → | B. inflexible system of administration |
| 3 standardized products | → | C. rent a building on a temporary basis |
| 4 lifetime employment | → | D. more middle than senior managers 中层多于高管 |
| 5 merger | → | E. building and machinery a company owns |
| 6 customized | → | F. permanent jobs 铁饭碗、永久工作 |
| 7 tangible assets | → | G. made for a particular user |
| 8 lease | → | H. when two companies become one |

Language work

3

According to the text, which of the following types of companies do the words from Task 1 and Task 2 refer to?



Corporations of the past

bureaucracy

standardized products

lifetime employment



Today's multinationals

freelancer

flattened hierarchy

customized



Online companies

entrepreneur

flattened hierarchy

venture capitalists

词汇练习

- ✓动词+介词搭配
- ✓词形变换（时态、语态、词性）
- ✓改错

Language work

4 Complete the following sentences with *by, for, of, on, to* or *with*.

1 Shares in corporations are usually sold on the Stock Exchange. 证券交易所

2 One advantage of working for TBF is the career structure. 职业发展路径 /path

3 Who is responsible for staff development in this department?

4 The key to survival for most companies is flexibility. Key to sth./doing sth. 关键

5 Companies need to be able to adapt to a changing environment.

6 A team of ten people reports to the IT manager. Report to sb. 向...汇报 (上司是谁)

7 Many companies used to provide workers with lifelong employment.

8 The Head of Procurement is in charge of purchasing.

9 Traditional Companies are being replaced by/with networks of companies working together.

10 Which division deals with issues related to patents?

Language work

5

Fill in the blanks with the words from the box. Change the form when necessary.

shift maintain predict transform volume standardize

- 1 Since the details of the Paris attacks were revealed, the tragedy in Brussels becomes predictable.
- 2 It is funding platform for ministries and individuals to help raise funds, having a larger impact on the transformation of lives.
- 3 The project helps provide a more accurate and timely assessment of US crude oil production volume.
- 4 No matter how careful the maintenance is, all vehicles need to be repaired sometimes.
- 5 Notice also that the distribution is shifted to higher speeds at a higher temperature.
- 6 At first there were several competing designs of electric plug-sockets, but these were standardized in the 1920s.

Language work

9

The following passage contains TEN errors, one in each numbered line. Underline the errors and put the corrections in the blanks.

What might the company of the future look like?

Lawrence Summers, president of Harvard University, suggests in the latest *Harvard Business Review* that the American research university, e.g. Harvard, might be a model from the company of the future. He does not mean that firms should set off their own “universities.” Instead, they should adopt the research university’s fluid and decentralized approach to creativity and hierarchy.

Certainly, there are aspects of the university that firms might envy. They are, to start with, extraordinarily durable institutions. Mr. Summers’ own Harvard, found in 1636, is very young compared with the University of Bologna, founded on 1088, or Paris and Oxford born less than a century late.

They are all huge successful: There are far more of them, and far more students, than ever before. In the rich world alone, 39m people are now take a university course of one sort or another. Anyone tempted to mock McDonald’s Hamburger University should look at the classes in food technology and catering that plenty of modern universities now provide. The successful university has other characteristics that firms increasing aspire to. For example, it gathers, under a single powerful brand, individuals contracted to supply it with their intelligent. Moreover, the deals struck by the more successful academics when they transfer from one university to another are becoming more lucrative, with all sort of perks regarded as normal.

- | | |
|----|---------------------|
| 1 | <u>for</u> |
| 2 | <u>up</u> |
| 3 | <u>founded</u> |
| 4 | <u>in</u> |
| 5 | <u>later</u> |
| 6 | <u>hugely</u> |
| 7 | <u>taking</u> |
| 8 | <u>increasingly</u> |
| 9 | <u>intelligence</u> |
| 10 | <u>sorts</u> |

翻译

✓英译中：词汇含义、句式调整

✓中译英：词汇+搭配、词形变换

Language work

7 Translate the following sentences from the text into Chinese.

1 These were hierarchical and bureaucratic organizations making long runs of standardised products.

这些公司是等级分明、官僚化的大型组织，专注于大批量生产标准化产品。

2 Most have shifted their production systems from high-volume to high-value, from standardised to customised.

绝大多数公司已将生产模式从追求高产量转向追求高附加值，从标准化生产转向个性化定制。

3 The second school of thought argues almost the opposite: it says that big companies are a thing of the past.

第二种观点几乎相反：它认为大公司已经是明日黄花。

4 While the age of mass production lowered the costs of products at the expense of limiting choices, modern “flexible” production systems both lower costs and increase choice.

尽管大规模生产时代以牺牲选择多样性为代价来降低产品成本，
现代“灵活”生产系统却能够在降低成本的同时增加选择。

5 With all that choice around, future companies will have to be very flexible in order to quickly adapt to the changing environments if they are to survive.

在这样一个充满选择的环境中，未来的公司必须保持高度灵活性，才能在瞬息万变的环境中迅速调整，
从而确保生存和发展。

Language work

8 Translate the following sentences into English. Use the words or phrases in brackets.

1 她想毕业后从事自由职业，一边做翻译，一边搞音乐创作。(freelance)

She wants to be a freelance worker after graduation, take on translation jobs while creating music.

2 公司的核心客户将从过去的大学生调整到刚到北京发展的“新移民”。(shift)

The company will shift its core customer base from college students to “new immigrants” who have recently relocated to Beijing for career opportunities.

3 他坚持说这个决定是公司大多数人都同意的。(maintain)

He maintains that the decision was agreed upon by the majority of the company.

4 经济发展不应该以环境为代价。(at the expense of)

Economic development should not come at the expense of the environment.

5 你认为你需要多久才能适应新的工作环境？(adapt to)

How long do you think it will take you to adapt to the new work environment?

Listening



Listening I Kellogg School of Management (I)

Script

1

Listen to the first part of a radio program about the Kellogg School of Management. Then answer the following questions.



1

What is the name of the program?

- A. Business World.
- B. Business Week.
- C. Business Strategies.

3

How well-known is Kellogg?

- A. It is considered the number one business school in America.
- B. It is the world's best business school by the Economist Intelligence Unit.
- C. It is the top school at Northwestern University.

2

What is the topic of the program today?

- A. America's top business school.
- B. Leading strategies in business.
- C. Challenges facing business school.

4

Students traditionally work in the following areas EXCEPT ____ .

- A. administration
- B. customer service
- C. marketing

Listening I Kellogg School of Management (I)

2

Listen to the program again. The speaker refers to three types of companies and students. Make notes on them below.

Script



Types of companies	Types of students
Large international corporation	All senior staff paid to attend
Small and medium-sized enterprises	One or two key members of staff sponsored
Start-up companies	Boss/founder of the company might fund his/her own studies

Script (Listening I)

S: Welcome to Business World. Tonight we have with us a special guest Chris Scott, author of Leading Strategies. Welcome to the studio, Chris.

C: Thank you, Sue.

S: We continue our series on the challenges facing today's business schools and how well they prepare their students for the real needs of the commercial world. Today we're focusing on Kellogg School of Management at Northwestern University. Chris, is it true that the Kellogg is considered America's top business school?

C: That's right, according to Business Week. And it's also rated the world's best by the Economist Intelligence Unit. It's got an excellent reputation not just amongst large international corporations who pay for all their senior staff to attend the school—but also among small and medium-sized enterprises, who sponsor maybe one or two key members of staff—and also with start-up companies, where the boss and founder of the company might fund his or her own studies.

S: What areas do the students traditionally work in?

C: Well, you get people from all areas of the company: customer services, finance, human resources, production, administration. It really varies.

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S: Welcome to Business World. Tonight we have with us a special guest Chris Scott, author of Leading Strategies. Welcome to the studio, Chris.

C: Thank you, Sue.

S: We continue our series on the challenges facing today's business schools and how well they prepare their students for the real needs of the commercial world. Today we're focusing on Kellogg School of Management at Northwestern University. Chris, is it true that the Kellogg is considered America's top business school?

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S: What areas do the students traditionally work in?

C: Well, you get people from all areas of the company: customer services, finance, human resources, production, administration. It really varies.

Listening 2 Kellogg School of Management (2)

1

Listen to the second part of the radio program and match the pairs from the radio program.

Script

- | | | |
|------------|------------------|---------|
| 1 business | A resources | HR 人力资源 |
| 2 social | B school | 商学院 |
| 3 human | C salary | 起薪 |
| 4 starting | D company | 初创企业 |
| 5 start-up | E responsibility | 社会责任 |
| 6 customer | F services | 客户服务/客服 |



Listening 2 Kellogg School of Management (2)

2

Listen again and make notes below on how Kellogg has responded to challenges facing the business school. You should write no more than three words in each blank.

Script



1 Challenges facing Kellogg

- recruitment procedure change in reaction against management elite
- a big gap between what graduates of business schools can offer and what companies need

2 Changes to courses at Kellogg

- allow students to specialize sooner
- mandatory course: leadership in times of crisis
- new courses: ethics, business in its social environment

3 Other changes at Kellogg

- marketing rebranding , covering problems of traditionally MBA with focus on social responsibility
- Mr. Jain devoted time to establishing and maintaining contacts with companies and potential employers

Script (Listening 2)

S: I hear that today's business school market is very tough. So, what kind of challenges are institutions like Kellogg facing?

C: Well, Sue, MBA students can no longer turn up for interviews certain that they'll receive a top job offer. Maybe this is partly because of a general reaction against a management elite after all the corporate scandals in recent years. But the stronger reason is probably because there's thought to be a big gap between what graduates of business schools can offer and what companies actually need.

S: You mean in terms of graduates' ability to actually apply the knowledge and skills they've acquired?

C: Yes. That's one reason why Kellogg has made some changes to its courses recently. One aim is to allow students to specialize sooner, hopefully making them more useful to employers. And another key change, reflecting the reality of business life, is that a class on leadership in times of crisis, which used to be optional, is now mandatory. Oh, and there are also a few new courses, for example on ethics and business in its social environment.

S: Well, that still doesn't seem to be a radical change!

C: I think you're right. Some people say that Mr. Jain, the Dean of Kellogg, has simply been doing a bit of marketing rebranding. You know, covering up any problems of the traditional MBA with a fashionable focus on social responsibility. But maybe that's a bit unfair. Kellogg is still top of the rankings and sets the standards.

S: You mean Kellogg is one of the top schools—in terms of what? The number of job placements and starting salaries for its graduates?

C: Yes. The job market's got tougher for MBA graduates. But Mr. Jain's efforts to find work for students compare very favorably with those of some of his counterparts. He's devoted a lot of his time to establishing and maintaining contacts with companies and potential employers. I've even heard that his staff struggle to keep up with the pace at which he travels the world building the Kellogg brand. I was talking to one of the lecturers there the other day and he thought ...



Review and Preview

Unit I Glossary & Business terms

Words and phrases	Business terms
Durable	Takeover
Hierarchical	Merger
Bureaucratic	Tangible asset
Standardize	Bidder
Predictable	Venture capitalist
Shift	
Customize	
Flatten	
Maintain	
School of thought	
Glimpse	
Freelance	
At the expense of	

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