



Unit 9 Successful Businessmen



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Teaching Aim

1. Cognitive Information (认知信息) : Qualities for a Successful Businessmen
2. Language Focus (内容重点)
 - **Key Words:** I. drive, maximize, depression, introvert, discipline, aspiration, hierarchy, ritual, via, suite, isolate; II. theme, charisma(tic), peak, decline, dimensions, incredible, generate, villa, reform, civic, prod, citizenry, peer
 - **Phrases:** I. turn around, put ... on paper, by training, by nature, be fascinated with / by, slow down, thrive on; II. well connected, adapt to, take on, dozens of, make contribution to



- **Useful Structures:** be big/keen/weak on discipline
be out
By comparison with . . . ,
by age (40)







3. Communicative Skills (交际技能)

- **Expressions:** Agreeing and Disagreeing
- **Reading:** Economic Status


4. Special Use (专项用法) : Describing Character



Lead-in

-  Listening Comprehension Tasks
-  Exercise II
-  Exercise III
-  Exercise IV
-  Exercise V
-  Spot Dictation




 I. Listen to passage 1 for the first time and then write out questions, if there are any, about the part(s) you fail to understand. If you have no questions, just move on to Exercise II.




 Script



 II. Listen to passage 1 for the second time with your focus on the questions you have raised (if there are any) and then complete the following multiple choice exercises. You can take notes while listening.

1. A businessman is one who _____ a business venture and _____ business operations.


-  a. maintains ... participates in and develops
- b. develops ... maintains and participates
- c. participates in ... develops and maintains
- d. maintains and develops ... participates




 Script



2. A successful businessman is someone who oversees _____ successful businesses, produces _____ in society, and is _____ accordingly.

-  a. more than two ... products ... praised
- b. one or more ... values ... rewarded
- c. several ... assets ... honored
- d. two or more ... profits ... awarded

3. The success of a business is often measured in financial terms, _____ and sustainability.

-  a. net worth
- b. gross capital
- c. cultural impact
- d. All of the above.



4. Generally speaking, there is always _____ behind _____.



a. a businessman ... a business

b. a successful business ... a successful businessman

c. a business ... a businessman

d. ✓ a successful businessman ... a successful business

5. The purpose of getting an education for a successful businessman is to _____.



a. ✓ know the fundamentals of running a business


b. learn the fundamental knowledge

c. practise business principles


d. acquire a diploma



6. Interpersonal skills relate to how you interact with people, which are very important for the followings EXCEPT _____.

-  a. ✓ public relations
- b. investment return
- c. HR management
- d. contract negotiation

7. Hire only skilled and competent people because they are to your business success _____.

-  a. the right staff
- b. necessary
- c. the support network
- d. ✓ All of the above.



8. The ultimate purpose of seeking the guidance of a mentor is to _____.



a. learn something from his/her success

b. become a successful businessman as the mentor

c. ask for advice

d. expand social circles

9. For a successful businessman, small failures are _____ and should be regarded as _____.



a. evitable ... success

b. taken good care of ... something acceptable


c. inevitable ... opportunities for growth

d. well handled ... future development




10. A businessman behind a successful business needs to _____.



- a. avoid as much risk as possible
- b. make careful plans
- c. get prepared for occasional frustration
- d.  All of the above.



 A businessman is someone who partakes in a business venture and who develops and maintains business operations. A successful businessman is one who oversees one or more successful businesses, and one who produces values in society and is rewarded accordingly. The success is often measured in financial terms like net worth, gross capital, cultural impact and sustainability. Whatever the measure of a business's success, there is a successful businessman behind it. Follow these guidelines for how to become a successful businessman.

Get an education. It is important that you know the fundamentals of running a business. There are many ways to learn business principles such as marketing, management, finance and operations.



Develop your interpersonal skills. Interpersonal relationships relate to how you interact with people. Not only will you need these skills to manage your employees, but also to negotiate deals and contracts and communicate effectively with the public.


Hire carefully. Your employees are your support network, and are necessary to your business success. Hire only the people who are skilled and competent, and be sure to consider how well your employees will mesh as a team when choosing your hires.

Seek the guidance of a mentor. Choose to develop a relationship with a businessman whose career you would like to emulate. You may find this mentor through social circles or by researching businesses that you deem as successful and asking for advice.



Take calculated risks. You must take some chances in order to become a businessman that stands out amongst competitors. This means accepting the inevitability of small failures and learning to see them as opportunities for growth. Plan your ventures carefully and hedge as much risk as you can, but be prepared for the occasional setback.




 III. Listen to passage 2 for the first time and then write out questions, if there are any, about the part(s) you fail to understand. If you have no questions, just move on to Exercise IV.



 Script



 IV. Listen to passage 2 for the second time with your focus on the questions you have raised (if there are any) and then complete the following exercises. You can take notes while listening.

1. Match the following two columns.

Statements	Attributes
1) A successful businessman treats his customers and suppliers with respect and establishes a good name for himself and for his business.	Foresight (4)
2) A successful businessman knows how to inspire his employees, solicits opinions from the grassroots, analyzes them, and implements them.	Creativity (3)

 Script



Statements	Attributes
3) A successful businessman is able to use his imagination to promote his products and services.	Honesty (1)
4) A successful businessman is able to take a look into the future and know his vision.	Energy (5)
5) A successful businessman is able to take a look into the future and know his vision.	Leadership (2)




2. Cloze.

There are some other important characteristics of a successful businessman. Dependability means what he promises and delivers are dependable. The second one is teachability. A successful businessman is willing to learn from anyone who is willing to teach him. He is not too proud to stand side by side with his workers. He tries to apply everything he learns. The last one is perseverance. A successful businessman is one who can get up after each fall and continues to pursue his vision for himself and for his business.



Script



 Not every businessman becomes successful. If you are a businessman, you need to have the characteristics of a successful businessman.

Foresight. A successful businessman is able to “see” the future. He can read the sign and is able to adapt himself to these signs. As a result, he can take a look into the future and knows his vision.

Creativity. He is able to tap into his creative faculties to discover the right business for himself. And when he has established his enterprise, he then uses his imagination and creativity in order to promote his products and services and gain as many clients as he can.

Honesty. He treats his customers and suppliers with respect. By being honest, he establishes a good name for himself and for his business. An honest businessman is loved by his clients and customers.



Dependability. What he promises or delivers are dependable.

Energy. He tirelessly works for the business and uses that same energy to motivate his employees and charm possible customers.

Leadership. He inspires his people, knows how to motivate them, and understands their needs and concerns. He practices leadership by soliciting opinions from the grassroots, analyzes them, and then implements the changes for the business and for himself.

Teachability. He is willing to learn from anyone who is willing to teach him. He is not too proud to stand side by side with his workers. He tries to apply everything he learns.

Perseverance. A successful businessman is one who can get up after each fall and continues to pursue his vision for himself and for his business.





Spot Dictation








Steven Paul “Steve” Jobs was an American business magnate and inventor. He was co-founder, chairman, and chief executive officer of Apple Inc. In the late 1970s, Jobs — along with Apple co-founders — designed, developed, and marketed one of the first commercially successful lines of personal computers, the Apple II series. After losing a power struggle with the board of directors in 1985, Jobs left Apple and founded NeXT, a computer platform development company specializing in the higher-education and business markets.



Apple's 1996 buyout of NeXT brought Jobs back to the company he co-founded, and he served as its interim CEO from 1997, then becoming permanent CEO from 2000 onwards, spearheading the advent of the iPod, iPhone and iPad. From 2003, he fought an eight-year battle with cancer, and eventually resigned as CEO in August 2011. On October 5, 2011, around 3:00 p.m, Jobs died at his home in Palo Alto, California, aged 56, six weeks after resigning as CEO of Apple.



Reading I

-  Pre-reading.....
-  Text.....
-  Background Information.....
-  New Words and Expressions.....
-  Notes.....
-  Exercises.....
-  Post-reading.....








Pre-reading

-  I. Brainstorming.....
-  II. Pairwork.....



Exercises

-  Exercises I
-  Exercises II
-  Exercises III
-  Exercises IV
-  Exercises V



I. Brainstorming: Work with your partner and write out words or expressions of qualities required for successful businessmen or businesswomen.

Ambitious	Open-minded	enthusiastic
initiative	diligent	energetic
creative	assiduous	courageous
independent	hard-working	industrious
talented	confident	farsighted
imaginative	self-disciplined	resolute
originative	sociable	active
capable	experienced	full of vigor / drive
versatile	unyielding	resourceful
vigorous	indomitable	persistent



II. Pairwork: Discuss the following questions with your partner.

1. Do you happen to know any successful businessman or businesswoman? Comment on his or her major achievements.
2. How do you like the life of a successful businessman or businesswoman?
 - Do you dream of becoming a successful businessman or businesswoman?
 - Do you want to marry a successful businessman or businesswoman?
 - Do you want to work for a successful businessman or businesswoman?



3. What contributes most to the success of a businessman or businesswoman?
 - Does a successful businessman or businesswoman usually receive better education than average people?
 - Does a successful businessman or businesswoman enjoy competing with others?
 - Does being successful have more to do with good luck and knowing the right people than with skill and hard work?
4. How do you see your chance of being successful in business?
 - What kinds of people are more likely to rise to the top in the business world?
 - In what fields are young businessmen and businesswomen more likely to make a fortune?







Focus on Douglas Ivester, CEO of Coca-Cola

- 1 Ivester, a factory foreman's son and former accountant, stepped in smoothly to run Coca-Cola as CEO following the death of champion wealth creator Roberto Goizueta. Early in his job as Coke's chief, Goizueta had recognized Ivester's drive, commenting that he was the hardest-working man he had ever met. Together the two changed the company's operations and capital structure to **maximize** shareholder value.
- 2 Both of Ivester's parents were factory workers from a tiny mill town in Georgia. His parents were children of the Depression, he recalls, "strong savers, very strong religious values," and had very high expectations for their only son. If he got an A, his father would say, "They give A pluses, don't they?"




 3 Doug Ivester is the guy who for nearly two years worked constantly to provide essential support to Roberto Goizueta as he not only **turned** Coca-Cola **around** but made it into a powerhouse. If you want to know just how driven Ivester is, know that more than a decade ago he set himself the goal of becoming the CEO and chairman of Coca-Cola. Then he **put on paper** the dates by which he intended to do that.




- 4 **By comparison with** Goizueta, Ivester is an accountant **by training**, an **introvert by nature**.  He worked systematically to obtain the breadth needed to be a modern chief executive — getting media coaching and spending three years' worth of Saturdays, six hours at a time, being tutored in marketing. He is a straight arrow, constantly encouraging his executives to “do the right thing”, yet he is fascinated with Las Vegas, which he visits once a year, gambling and people-watching a lot.
- 5 **He is big on discipline**, which to him means: be where you're supposed to be. Dress the part (he is opposed to casual Fridays). Return phone calls promptly (employees know never to get too far away from their office voice-mail, even on weekends). Still, when directing his troops, he asks them to set **“aspirations”** (difficult targets).



6 **Hierarchy is out** — it **slows** everything **down**; he communicates freely with people at all levels. The “conventional” desk job is also out.  Ivester prefers that employees think of themselves as knowledge workers — their office is the information they carry around with them, supported by technology that allows them to work anywhere. This really matters when your business is as large as Coke’s, which gets 80% of its profit from overseas.



 7 At Coke, business planning is no longer an annual **ritual** but a continual discussion — sometimes **via** voice-mail — among top executives. Technology is not just nice; it's **crucial**. Huge volumes of information don't frighten Ivester; he insists that they are necessary for “real-time” decision-making. With post-generation executives, their style was more “don't bring me your problems, bring me your solutions,” says Tim Haas, Senior Vice President and Head of Latin America. “Doug **thrives on** finding the solutions.” “In a world this complicated and fast-moving, a CEO can't afford to sit in the executive **suite** and guess,” Ivester says. He believes that many of America's executives “are getting terribly isolated”.



maximize

1) *vt.* to increase sth. as much as possible. 把……增加到最大限度

e.g. We must maximize our output/chances of success.

The company's main function is to maximize profit.

People are trying their best to maximize the use of waste material.

Measures are taken to maximize the production and minimize the cost.



相关词

maximum: *adj.* [仅用于名词前] 最大量的; 最大限度的; 最大值的

e.g. The car has a maximum speed of 120 mph.

The maximum number of students in each class is thirty.

We must make maximum use of the resources available.

Display it under a strong light for maximum effect.

相关词

minimize: *vt.* to decrease sth. as much as possible. 把……减少到最小程度

e.g. We had about 12 hours' warning, so we were able to minimize the effect of the flood.



maximum: *n.* 最大量; 最大限度

adj. [仅用于名词前] 最高的; 最多的; 最大
极限的

e.g. The sound has reached its maximum.

声音达到最高音位。

The maximum load for this lorry is four tons.

这种卡车最大载重量是 4 吨。

The maximum score on this test is 100.

这份考试的满分为100分。



minimum: *n.* 最小量; 最小限度

adj. [仅用于名词前] 最小量的; 最小限度的;
最小值的

e.g. You must get a minimum of 40 questions right to pass the examination.

你最少必须答对40道题才能通过考试。

He could not join the police, because he was below the minimum height allowed by the rules.



turn around: to manage an unsuccessful business so well that it becomes successful again. 使（业务）好转

e.g. In under three years she had completely turned the company around.

They adopted a series of measures in an effort to turn the enterprise around.



put ... on paper: to write down. 写下

e.g. As soon as you have an idea, put it on paper so you don't forget it.

The children's ideas were put on paper and placed on the bulletin board.

If a question can be put on paper, don't waste your boss time by calling him or dropping in.



by comparison with: compared with. 与……相比

e.g. A higher degree of facial wrinkling was observed among current smokers by comparison with non-and past smokers.

This represents an increase of 4.4 percent by comparison with the same quarter of the previous year.



by training: so far as instruction one receives in his profession or occupation is concerned. 就所受训练而言

e.g. He is a doctor by training, but he takes a teaching job.
She is a teacher by training and holds a Teacher's Certificate from Oslo University.



introvert: *n.* someone who thinks mainly about his or her own personal life and does not enjoy spending time with other people. 性格内向者

相关词

introverted *adj.* 性格内向的; 不善交际的

e.g. The young girl has become nervous and introverted.

antonym: extrovert



by nature: concerned with one's character or the characteristics one is born with. 就性格/本质而言

e.g. Man is by nature a political animal.

Truth is by nature self-evident.

He repeatedly suggests that man is by nature either a master or a slave, and those who are fit to rule will do so over those who are fit to be ruled.



He worked systematically to obtain the breadth needed to be a modern chief executive — getting media coaching and spending three years' worth of Saturdays, six hours at a time, being tutored in marketing.

- T 他有条不紊地干来获得现代行政主管所需的广博的知识面——获得媒体方面的相关指导，并利用周六接受三年的市场营销培训，每次六小时。**



He is big on discipline: He is strongly self-controlled and behaves strictly along with the rules. 他自控能力强, 遵守纪律。

相关词

discipline

1) *n.* a state of order or control gained as a result of the training to obey rules and orders. 纪律

e.g. strict military discipline

We have high standards of discipline at this school that must be maintained.

The book gives parents advice on discipline.



2) *n.* an area of knowledge such as history, chemistry, mathematics, etc. that is studied at a university. 学科; 科目

3) *vt.* to teach someone to obey rules and control their own behavior. 训练; 管教

e.g. At least I'm not afraid of disciplining my kids!

相关词

disciplined *adj.* 遵守纪律的; 受过训练的

e.g. This is the most disciplined, effective army in the world.



aspiration: *n.* [一般用复数] a strong desire to have or achieve sth. 抱负

e.g. Since her graduation from a high school, Sarah has cherished aspirations to become an actress.
He has political aspirations.

相关词

aspire *vi.* 追求; 渴望; 有志于

e.g. It is clear that he aspires to the leadership of the party.
The man aspires after money and fame.
At that time, all serious artists aspired to go to Rome and paint.



hierarchy: *n.* the system of organizing people into different levels of importance. 等级制度

e.g. a rigid hierarchy
严格的等级制度

As the Japanese emphasize conventions, hierarchy dominates most Japanese enterprises.



be out: *n.* cease to exist; be to the point of extinction or exhaustion; no longer fashionable. 消失; 完结; 熄灭; 过时

e.g. The gas is out.

瓦斯熄灭了。

Summer is out.

夏天过去了。

The tide is out.

潮退了。

He was out at the election.

他在选举中落选。

Long skirts are out this year.

今年长裙已经过时。



slow down: to become slower or to make sth. slower. 减慢

e.g. Motorists should slow down and take extra care in foggy conditions.

My aching knee began to slow me down.

My computer slows down after a few hours' use.

Growth in sales has slowed down.



Ivester prefers that employees think of themselves as knowledge workers — their office is the information they carry around with them, supported by technology that allows them to work anywhere.

- 艾华士更喜欢员工将自己看作是与知识打交道的工作者——他们随身携带的信息就是他们的办公室，技术的支持使他们能在任何地方开展工作。



ritual:

1) *n.* sth. that you do regularly in the same way. 惯例; 例行
的事务

e.g. The children performed the bedtime ritual of washing
and brushing their teeth.

2) *n.* a ceremony to mark an important religious or social
occasion. 仪式; 典礼

e.g. The priest performed the ritual on the young boy.

3) *adj.* done in a fixed and expected way, but without real
meaning or sincerity. 例行的; 惯常的

e.g. The police issued the usual ritual apology.



via:

1) *prep.* using a particular person, machine, etc. to send sth.
通过; 借助于

e.g. I sent a message to Kitty via her sister.

2) *prep.* traveling through a place on the way to another
place 经过; 取道

e.g. We flew to Beijing via Shanghai.



crucial: *adj.* extremely important. 决定性的; 紧要关头的

e.g. This is a crucial decision involving millions of dollars.
At this crucial moment, he appeared to our relief.
Scientists tell us that one's brain works quicker at crucial moments.



thrive on: to enjoy or be successful in conditions that other people, businesses, etc. find difficult or unpleasant. 乐意做（别人觉得难做或不乐意做的事）；（在其他入、企业等认为困难或不利的环境中）成功

e.g. I wouldn't want that much pressure, but she seems to thrive on it.

Some couples thrive on conflict.



suite: *n.* a set of rooms in a building, esp. the expensive ones in a hotel. 套间

e.g. a honeymoon suite

蜜月套房

deluxe suite

豪华套间

superior suite

高级套间

presidential suite

总统套间

economy suite

商务套间

deluxe executive suite

豪华行政套间



Background Information

1. What makes a successful entrepreneur?

Why is it that some people succeed in business, while the rest fall flat on their faces? What makes an entrepreneur successful? What traits and characteristics best describe that unique person who directs his rags to riches (白手起家) story?

Entrepreneurs are driven by the need to be successful. They are fast moving and flexible, and adaptable. Entrepreneurs are persistent and determined to succeed, because their own money and ego are at stake. Successful entrepreneurs are passionate about their business. Their overwhelming passion for their work helps them overcome exacting challenges and find solutions for insurmountable problems that come in their way.



You don't need to possess an MBA or PhD to succeed in your own business. In fact, there are a lot of entrepreneurs who did not even finish secondary education. And not all of them are geniuses. Studies show that most self-made millionaires have average intelligence. Nonetheless, these people reach their full potential and achieve financial and personal goals in business because they are open to learning new things. Entrepreneurs think of problems as opportunities for improvement and sources of new ideas.

With the traditional employment track seemingly on the decline, entrepreneurship is fast becoming a catching trend. Running your own business is a creative, flexible and challenging way to become your own boss and chart your own future. But, before you take the plunge, do understand what it will demand of you and whether you are prepared to give what it takes.



The lure of entrepreneurship is undeniably strong for many but it is important that you go into it for the right reasons. Being miserable in your job does not automatically make starting your own business the best idea in the world. In fact, it could be the worst reason of all to get into business. Do remember, finding another job is certainly far easier than running a business. But if, taking into account everything that's been said above, you are still sure that you have courage, determination and foresight to become a successful entrepreneur, go on, take the bull by the horns and go for it. After all, running a business is as much about living life as it is about making a living.



2. Common characteristics of successful people

Successful people, whether they are in business, government, non-profit or a professional field have five characteristics in common. These characteristics distinguish them from those who are in the middle of the pack. Some leaders have displayed these since their youths. Others have learned them, in many cases painfully, over the years. With drive, passion, hard work — and a degree of luck (i.e. being in the right place at the right time) anyone can be successful. The common traits of successful people include:

Passion for the current job or profession. Successful people wake up every day excited about both the challenges and opportunities facing them in the day ahead. There is no “oh, it’s Monday!” or “thank goodness, it’s Friday”. Most work, in some way, seven days a week and do not clock in/out.



In one way or other, they are always working. Every single day brings new challenges and new opportunities for those who have a passion about what they do to make money.

Balance of work, family and other interests. Successful people do put how they make a living first. But they also find ways to weave their family and their interests into the way they make a living. Whether it is traveling with family, supporting a non-profit cause tied in to a personal (and professional) interest or just relaxing on the beach, successful people find ways to integrate work, family and personal interests together in a way that enhances each and is not to the detriment of their professional objectives. You can have it all.



High tech / low tech. There are super successful people who use pencil and paper. There are super successful people who use typewriters. And yes, there are super successful people who always have the latest notebook computer, cell phone, PDA device and the other latest cutting edge devices. Does one or the other make one more successful? The answer is “No”. What works for you is the right technology. Now there are some fields and some professions that demand a high degree of technological savvy and tools. That is clear. But in other more entrepreneurial endeavors, the low tech person may be just as successful if not more so than the one checking their email and answering their cell phone non-stop.



People powered. Successful people thrive on other people. Customers, clients, investors, potential clients, employees and others energize successful people. It is difficult to be successful if your idea of a good time is being in your office or even just with a few close associates. Listening to the thoughts, ideas, needs, questions, issues and concerns of a variety of people opens up whole new possibilities for successful people. And they create situations where they can have these exchanges constantly.

Reading and learning. While there are many ways to learn: TV, radio, CDs and other medium, the one that propels most successful people to the top of their field or profession is reading. Most super successful people read constantly. And they do not just read professional journals and reports. They read everything they can get their hands on.



They are curious about the world and they see opportunities and tie-ins for themselves in much of what they read. They devour books, magazines, newspapers, journals and just about anything else they can read that serves to expand their mind and their horizons.

Success, while a state of mind, is also a series of behaviors. And the most successful people exhibit these five behaviors consistently. Even if one does not achieve the stratosphere of the super-success, adopting these habits into daily life will lead to a higher level of success and personal fulfillment in the future.



3. Key qualities of successful entrepreneurs

According to statistics, more than 100 thousand people become millionaires each year in the United States alone! Overwhelming majority out of them is self-made and owners of business. This means, if you would like to pursue your goal of becoming rich, you have to start your own venture. But becoming an entrepreneur is not an easy task! There are certain qualities that are absolutely necessary if you would like to become successful in your business ventures. Some of these qualities are built-in parts of your inherent personality, and some of them get developed over time. Knowing these characteristics and identifying your weak ones — those, which need strengthening — will, eventually, help you become a successful entrepreneur.



1) *Common sense*

Studies show that most successful businessmen consider common sense as the foundation of their success. Common sense is defined as an ability to make sound judgments on the issues, which you encounter in everyday situations. Good judgment depends on acquired knowledge and past experience. The combination of these two creates necessary prerequisites in developing common sense in a person. Common sense allows you to understand complex issues in simpler terms and get into the core of a problem.

2) *Specialized knowledge of your field*

It is easier to start a successful business, if you have a deep knowledge of the business field that you decide to pursue. About half of all home-based start-ups are launched by people who decide to use the knowledge, which they gained from their previous work experience of a particular niche area.



Around 45 percent of all start-ups fail to survive more than two years. One of the main reasons is many entrepreneurs do not accumulate needed industry knowledge before jumping into business world.

3) *Self-confidence*

Self-confidence is a key entrepreneurial skill for success. It is easy to become demoralized, frustrated and resentful if you lack self-confidence. Self-confidence is concerned with how a person feels about his ability. A successful entrepreneur believes in his abilities. He is not scared to explore un-chartered territories, take risk and take difficult decisions. Self-confidence, however, is not a personal trait that either you have or you don't. A person can have high self-confidence in one situation and totally lack in another. This is one of those skills that can be developed by training.



4) Ability to get things done

Successful entrepreneurs are persistent and hardworking. They master self-discipline to such an extent that if a piece of work is important and related to their goals, they will, eventually, complete it. Getting things done is the vital link between motivations and their outcome. At times, entrepreneurs force themselves to choose work over fun, a boring job against a pleasant one, working on tax papers rather than reading a glamour magazine. This requires a self-control that many people simply fail to develop in them.



5) *Creativity*

Creativity is the ability to use your insights and come up with new solutions to old problems, get things done in a different way or find a totally different approach for conventional things to work together. Entrepreneurs need creative thinking ability virtually in everything. Each new product, each new marketing method, each business decision — all these are fertile ground for creative thinking. Often, entrepreneurs become immensely successful thanks to one single creative idea!

6) *Ability to lead*

Successful entrepreneurs are capable of leading people and get work done by them. They use a combination of various methods — effective motivation, planning, coaching and evaluation — to lead people. They are concerned about the wellbeing of others and easily get along with people.






























7) Self reliance

Successful entrepreneurs try to take full responsibility for their actions. They know what they are today, what they are going to be tomorrow, and depend solely on themselves, as it is the outcome of their own choices and decisions. They are proactive people, who set goals, walk an extra mile to achieve them and rely, primarily, on their own resources and abilities.



New Words and Expressions

1. drive /                          

7. decade / ㊦㊧㊨ & ㊩㊪ / *n.* a period of ten years 十年
8. introvert / ㊦㊧㊨ ㊩㊪ ㊫㊬ ㊭㊮ ㊯㊰ ㊱㊲ / *n.* someone who thinks mainly about his or her own personal life and does not enjoy spending time with other people 性格内向者
9. fascinated / ㊦㊧㊨ ㊩㊪ ㊫㊬ ㊭㊮ ㊯㊰ ㊱㊲ / *a.* extremely interested in someone or sth. 对……极感兴趣
10. discipline / ㊦㊧㊨ ㊩㊪ ㊫㊬ ㊭㊮ ㊯㊰ ㊱㊲ / *n.* a state of order or control gained as a result of the training to obey rules and orders 纪律
11. promptly / ㊦㊧㊨ ㊩㊪ ㊫㊬ ㊭㊮ ㊯㊰ ㊱㊲ / *ad.* quickly; immediately 迅速地
12. aspiration / ㊦㊧㊨ ㊩㊪ ㊫㊬ ㊭㊮ ㊯㊰ ㊱㊲ / *n.* a strong desire to have or achieve something 抱负



13. hierarchy / 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 / *n.* the system of organizing people into different levels of importance 等级制度

14. ritual / 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 / *n.* sth. that you do regularly in the same way 例行的事务

15. via / 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 / *prep.* by way of; by means of 通过

16. fast-moving / 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 / *a.* developing very quickly 高速发展的

17. suite / 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 / *n.* a set of rooms in a building especially expensive ones in a hotel 套间

18. isolate / 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 𠄎 / *v.* to keep apart; separate from others 隔绝



1. **turn ... around** to manage an unsuccessful business so well that it becomes successful again 挽救经营不善的企业
2. **make ... into** to cause to become 使……转变为
3. **put on paper** to write down 写下
4. **by training** so far as instruction one receives in his profession or occupation is concerned 就所受训练而言
5. **by nature** concerned with one's character or the characteristics one is born with 就其性格而言
6. **be fascinated with / by** to be very much interested in 对……极感兴趣; 被……迷住
7. **slow down** to become slower or to make sth. slower 减慢
8. **(sth.) be out** (sth.) to cease to exist 不再存在
9. **desk job** a job that involves working mostly at a desk in an office 案头工作
10. **thrive on (sth.)** to get a feeling of satisfaction from doing sth. 从……中得到满足



Notes

1. **CEO** Chief Executive Officer, the most powerful person with the most important responsibilities in a large company.
首席执行官
2. **champion wealth creator** someone who has greatly increased a company's profits.
3. **children of the Depression** people born in the years of the Great Depression in the 1930s.
4. **strong savers, very strong religious values** (they) tended to be very frugal and save every penny they could spare and they held high moral principles which reflected their religious belief.
5. **... made it into a powerhouse** (he) turned the company into a very successful and profitable one.



6. ... **how driven Ivester is** how determined to succeed Ivester is.
7. ... **obtain the breadth needed ...** get the necessary range of knowledge or ability.
8. **getting media coaching** learning through such media as television, radio, newspapers that provide information for the public.
9. **three years worth of Saturdays** (he spent) so many Saturdays (studying) that they added up to a period of 3 years.
10. **a straight arrow** informal, someone who never does anything illegal or unusual.
11. **Las Vegas** a city in the Southeast of the State of Nevada in the United States. Built in the Nevada desert, the city is famous for its casinos with gambling games and a variety of shows.



- 12. **people-watching** watching other visitors in Las Vegas.
- 13. **be big on discipline** to be strict about rules and regulations. 严守纪律
- 14. **dress the part** wear proper clothes which suit the role one plays.
- 15. **casual Friday** Since Friday is the last workday during the week, it is considered as a relaxed workday.
- 16. **voice-mail** a system in which spoken messages are recorded onto a computer so that someone can listen to it later. 声讯邮件
- 17. **an annual ritual** something that takes place once a year in more or less the same way.



18. real-time decision-making Real-time refers to the actual time in which an event takes place. The whole phrase means finding solutions as soon as the problems occur.

19. in a world this complicated and fast-moving Here, “this” means “so”, used to intensify the degree of the following adjectives. This fragment of the sentence means that the world is very complicated and fast-moving.



1. Read the text carefully again and discuss the following questions.

1. Who was Roberto Goizueta?
2. What did Roberto Goizueta think of Ivester?
3. The writer says that “Roberto Goizueta had recognized Ivester’s drive” (paragraph 1). What does “drive” mean here and how did Ivester show that he has this quality?
4. What achievements did Roberto Goizueta and Ivester make at Coca-Cola?
5. What did Ivester’s parents do for a living and what was their attitude towards life?
6. What position did Ivester hold before running Coca-Cola as CEO?
7. How did Ivester prepare for the position he now holds?



8. What does Ivester like to do in Las Vegas?
9. Where does most of Coca-Cola's profit come from?
10. Why does Ivester want his employees to think of themselves as “knowledge workers”?
11. What does Ivester do to avoid “getting terribly isolated” from his staff?
12. In what way does Ivester differ from past-generation executives?



II. Choose the best answer to complete the following sentences.

1. _____ is not mentioned in the text.



a. Ivester's family background

b. Ivester's management style

c. Ivester's personal qualities

d. Ivester's belief in religion




2. “They give A pluses, don’t they?” (paragraph 2) Here the world “they” is most likely to refer to _____.



- a. Ivester’s parents
- b. CEOs of Coca-Cola
- c. Ivester’s school teachers
- d. executives at Coca-Cola



3. According to the text, Ivester, present CEO of Coca-Cola,
_____.

-  a. had never dreamt of being promoted to that position before Roberto Goizueta's death
- b. is so addicted to gambling that he visits Las Vegas frequently
- c. prefers his employees to approach him with ready solutions to problems
- d. ✓ works systematically to prepare himself for the position of CEO




4. “(Coca-Cola’s) employees know never to get too far away from their office voice-mail, even on weekends”, which shows that _____.



- a. Ivester prefers to work on weekends
- b. Ivester is too hard on his employees
- c. ✓ Ivester likes his staff to pay willing and prompt attention to their assigned jobs
- d. Ivester is a bit workaholic



5. It can be inferred from the text that _____.

-  a. ✓ Ivester tries to avoid becoming cut off from his staff
- b. Ivester doesn't like modern technology
- c. Ivester was quite a rebellious boy when he was at school
- d. Ivester enjoys his authority over his employees



III. Give the English words or phrases according to the meanings provided.

1. maximize to increase something as much as possible
2. values ideas about the worth or importance of certain qualities
3. decade a period of ten years
4. mill a factory that processes such materials as cotton, cloth, food
5. thrive on to get a feeling of satisfaction from doing something
6. depression a time of high unemployment and poverty



7. powerhouse a very successful, profitable company
8. promptly quickly, immediately
9. aspiration a strong desire to have or achieve something
10. systematically carefully following a fixed plan
11. hierarchy system of organizing people into different levels of importance
12. annual something that happens regularly each year



IV. Put the proper forms of the following words or expressions from the text in the blanks to complete the sentences.

via	turn around	be out	on discipline
thrive on	maximize	crucial	aspiration
slow down	make into	by nature	aspiration

1. He became a language teacher though he had no aspiration to do that.
2. The sense of hierarchy dominates almost all areas in the life of the people in that country.
3. The bank's function is to maximize profits, and that requires some risk-taking.



via	turn around	be out	on discipline
thrive on	maximize	crucial	aspiration
slow down	make into	by nature	aspiration

4. In the information age, we find it natural to send messages to each other via computer network.
5. After a short stay in the African tribe, he became fascinated with their whole way of life.
6. It is impossible to turn around the slow sales at a time of recession.
7. He is by nature a man full of responsibility to society.
8. Computers are applied to process our files and typewriters are out for good.



via	turn around	be out	on discipline
thrive on	maximize	crucial	aspiration
slow down	make into	by nature	aspiration

9. Say something nice to Cathy. She thrives on compliment.
10. You should be strict on discipline so as to manage your firm well.
11. The huts along the forest path have been made into temporary houses for tourists.
12. The road was wet and slippery, so Mr. Weathers had to slow down the car.



V. Rewrite the following sentences and replace the underlined parts with appropriate words or phrases from the text.

1. In under 3 years, she had completely managed the unsuccessful business so well that it became successful again.

 In under 3 years, she had completely turned the company around.

2. As soon as an idea occurs to you, write it down, so you won't forget it.

 As soon as an idea occurs to you, put it down on paper, so you won't forget it.



3. Helen was, so far as her character was concerned, a girl of few words.

 Helen was, by nature, a girl of few words.

4. The visitors are extremely interested in the rapid development of Pudong New Area.

 The visitors are fascinated with the rapid development of Pudong New Area.

5. The principal was strict about rules and regulations.

 The principal was big on discipline.



6. What are you going to do? Well, bowling is impossible because my wrist is killing me.

 What are you going to do? Well, bowling is out because my wrist is killing me.

7. I wouldn't want that much pressure, but she seems to enjoy it and be successful under it.





 I wouldn't want that much pressure, but she seems to thrive on it.

8. IBM is not only a business institution but also a very successful, profitable company.

 IBM is not only a business institution but also a powerhouse.



Reading II

-  Post-reading.....
-  Text.....
-  Notes.....
-  Exercises.....



Post-reading

 Task 1

 Task 2



Post-reading

Quiz & Discussion: Do You Have What It Takes to Succeed?

Task 1: Work individually.

Work through the quiz by yourself and see whether you have got the potential to be a successful businessman or businesswoman. Remember: we are all different and have distinctive ways of operating. This quiz is designed to help you become more aware of your own distinctive style and where you might benefit by adjusting your style. So be as honest as you can.



When it comes to developing relationships with new people:

- a) I enjoy it; meeting new people energizes me.
- b) I do when I have to, but I find meeting new people intimidating.

When I make decisions:

- a) Making decisions comes easily to me.
- b) I find it hard to reach decisions — often all the alternatives look equally good.

When I make decisions:

- a) I always consider how my decisions will affect the bottom line.
- b) I think more about how my decision will affect those involved.



My talent lies in:

- a) Analyzing the current situation.
- b) Looking at the possibilities.

When it comes to selling my products, my ideas and myself:

- a) I enjoy the challenge.
- b) I feel uncomfortable with the whole process.

What really gets my juices going is:

- a) Planning and completing a project.
- b) Conceiving the idea for a project.

When it comes to day-to-day administrative duties:

- a) I am detail-oriented and organized.
- b) I have trouble staying focused.



I feel most comfortable:

- a) After I make a decision, I like to know that things are settled.
- b) Before I make a decision, I prefer to stay open to possibilities.

When things don't go as planned:

- a) I get thrown off-balance.
- b) I go with the flow.

I prefer a work environment that is:

- a) Lively, where I am able to interact with others throughout the day.
- b) Quiet, where I am able to focus on my work.

When I think about writing a business plan:

- a) I start planning how and where to begin.
- b) I shudder.



Task 2: Work in groups.

Discuss with your group members and

- 1) find the necessary information from the text to complete the fact sheet about Coca-Cola's Douglas Ivester;
- 2) list qualities you have or haven't as a successful businessman or businesswoman. You may use Douglas Ivester as an example to make some comparisons.



Personal file of Douglas Ivester

Parent's background / values:

Personal qualities:

Present position:

Management style / beliefs:

Previous job:

Achievements at Coca-Cola:

Previous boss:


Hobbies:




 **Matsushita: The World's Greatest Entrepreneur?**

- 1 The single biggest theme that runs throughout **Konosuke Matsushita**'s life is growth — as a human being, as a business person, as a leader. Young Matsushita was not highly educated, rich, charismatic, or well connected. Yet from this humble beginning, he grew and grew, As a young adult in his early 20s he was nervous and sickly. Yet by the time he was 30, he was inventing business practices that would be adopted 50 years later by many of the world's great corporations. By age 40, he had become a visionary leader, a creator of a corporation, Matsushita Electric, whose revenues eventually exceeded the combined sales of Bethlehem Steel, Colgate-Palmolive, Gillette, Goodrich, and Whirlpool.




 2 After World War II, he created an organization that adapted phenomenally well to rapid growth, increasing technological change, and globalization. In the 1970s and 1980s, he took on additional careers as author, philanthropist, educator, social philosopher, and statesman. Because he kept learning and reinventing himself with the times, he peaked very late in life and declined only in his last few years until his death in 1989 at the age of 94. It is this remarkable growth that appears to be the quality most closely related to his achievements, more so than IQ, charisma, privilege, luck or dozens of other factors we normally associate with great success.




 3 On some dimensions, Matsushita's achievements exceed those of much more famous entrepreneurs — he created an organization with bigger revenue growth in his lifetime than did Henry Ford, Sam Walton, or Ray Kroc. Yet because his name is not on the products, like Honda or Ford, because he was not an American in the American century, and because he never aggressively sought media attention outside of Japan, he is still largely unknown beyond his native land.



 4 His incredible successes generated billions of dollars in wealth that were used not for villas in France but for the creation of a Nobel Prize-like organization, the founding of a school of government to reform Japan's political system, and a number of other civic projects. During his later years, he wrote dozens of philosophy books, studied human nature with a small group of research associates, and prodded his government to do more for the citizenry.



 5 There are those who accumulated larger personal fortunes. There could be others who built even bigger enterprises or who made equally large contributions to their countries. But overall, it is difficult to find 20th-century entrepreneurs or executives with a longer list of accomplishments. And as an inspirational role model, he is without peer. Here is his story.



Konosuke Matsushita (松下幸之助 1894—1989):

Born in a rural village in 1894, Konosuke Matsushita became one of the world's pre-eminent industrialists as well as a prominent thinker on social and philosophical questions.

Apprenticed at the age of nine, young Konosuke worked in a bicycle shop and then the Osaka Electric Light Company, where his wiring skills won him rapid promotion. His confidence in the virtues of a light socket he had designed led Matsushita to found his own company in 1917, at the age of 22.



The success of the company however was built on the manufacture and distribution of a bullet-shaped lamp. He used demand for the lamp to build a sales network throughout Japan. With countrywide distribution established, Matsushita used the trademark National on Matsushita products, and dropped prices to make his lamp a mass-market product. Matsushita also used national newspaper advertising, an unusual form of marketing in Japan in the 1920s.

In 1929, Matsushita implemented ground-breaking and innovative management practices, under the banner of harmony between corporate profit and social justice. In 1933 Matsushita announced his five-guiding-principle service to the public, fairness and honesty, teamwork for the common cause, untiring effort for improvement, courtesy and humility, accord with natural laws, and gratitude for blessings.



From 1950 to 1973, Matsushita presided over a massive expansion of the company, with a focus on its three treasures: washing machines, refrigerators, and televisions. Matsushita's company became one of the world's largest manufacturers of electrical goods, sold under well-known trademarks including Panasonic, Technics, and JVC. Matsushita retired in 1973. In retirement, Matsushita focused on developing and explaining his social and commercial philosophies, and wrote 44 published books. One of his books, entitled *Developing a Road to Peace and Happiness through Prosperity* sold over four million copies. Chronic lung problems lead to his death of pneumonia on 27 April 1989, at the age of 94. He died with personal assets worth 3 billion, and left a company with 42 billion.



entrepreneur: *n.* a person who starts a company or arranges for a piece of work to be done, and takes business risks in the hope of making profits. 企业家



theme: *n.* the subject or main idea in a discussion, conversation, lecture, or piece of writing, etc. 主题

e.g. The theme of this year's journalism conference is the copyright problem.

They organized public meetings on the theme “Law, Not War”.



Young Matsushita was not highly educated, rich, charismatic, or well connected.

- 年轻的松下幸之助没有受过高等教育，不算富有，也没有太多的魅力，更没有太多的人脉关系。



charismatic: *adj.* having the strong personal charm or quality to attract, influence and inspire people or win their admiration.
有个人魅力的, 有领袖气质的

e.g. a charismatic leader
有魅力的领导者

The noun form of “charismatic” is “charisma”.

e.g. a political leader of great charisma
He would never be a film star; he's got no charisma.
He possessed the qualities of a leader: charisma, energy and eloquence.



well connected: having wide social, professional, or business relationships 有广泛社交关系的

e.g. He's well connected in political circles.

(He knows a lot of powerful and influential people.)



in his 20s: This expression, with the plural form of the number, describes the period between the age of 20 and 30. Before the plural number is the possessive pronoun.

e.g. in her 30s in my fifties

We can also put “early” or “late” before the plural number.

e.g. in her early 30s in my late fifties

If we use the definite article “the” before the plural number, the meaning will be totally different.

e.g. in the 20s 在20年代 in the 50s 在50年代



sickly: *adj.* often ill, weak and unhealthy. 有病的; 体弱的

e.g. a sickly child

a sickly-looking plant

New babies are stunted and sickly.

He was a sickly and ineffective man.



by age 40: no later than age 40; before age 40.

e.g. Be here by four o'clock.

Will you finish it by tomorrow?

By the time the doctor arrived, the patient had died.

By 2010, the population will have risen 200 million.



visionary: *adj.* having or showing wise understanding of how the future will be. 有眼光的, 有远见的

e.g. the greatest visionary king in European history



Matsushita Electric: one of the world's leading producers of electronic and electric products. Matsushita Electric offers a comprehensive range of products, systems and components for consumers, business and industrial use. Most of the company's products are marketed under several trademarks including: Panasonic, National, Technics and JVC. 松下电器公司



Bethlehem Steel: a US company. Founded towards the end of the 19th century, it produces a wide variety of steel mill products. Bethlehem also has iron ore (铁矿) operations, which provide raw materials to Bethlehem's steel-making facilities or sell such materials to trade customers. 伯利恒钢铁公司



Colgate-Palmolive: a US company. Founded by William Colgate as a soap and candle business in 1806, it is now manufacturing and marketing a wide variety of products in the United States and around the world. Its global trademarks include Colgate, Palmolive, Protex, Soupline, Fab, Science Diet and, etc. 高露洁公司



Gillette: a company that manufactures and sells a wide variety of products, including male and female wet and dry shaving devices and related toiletries, batteries, and toothbrushes. 吉列公司



Goodrich: Established by Dr. Benjamin Franklin Goodrich in 1870 in the USA, Goodrich Corporation is now a Fortune 500 company and a leading global supplier of systems and services to the aerospace and defense industry. Goodrich technology is involved in making aircraft fly, helping them land, and keeping them safe. With annual revenues of over 4 billion, Goodrich is headquartered in Charlotte, North Carolina, and employs more than 20,000 people worldwide in over 100 facilities across 16 countries. Goodrich offers an extensive range of products, systems and services for aircraft and engine manufacturers, airlines and defense forces around the world. From aerostructures and actuation systems to landing gear, engine control systems, sensors and safety systems, Goodrich products are on almost every aircraft in the world. [美国] 古德厘奇公司



Whirlpool: Founded in early 20th century, Whirlpool is now the world's leading manufacturer and marketer of major home appliances. The company's principal products are home laundry appliances, home refrigeration and room air conditioning equipment, home cooking appliances, home dishwashers and mixers and other small household appliances. 惠而浦公司



adapt(to): *vi.* to make or become suitable for new needs, purposes, or situation, etc. 适应

e.g. When we moved to France, the children adapted very well.

I'm afraid he can't adapt to the idea of having a woman as his boss.



phenomenally: *adv.* unusually. 非凡地, 不一般地

e.g. phenomenally strong
异常强大的

There were a number of phenomenally expensive shops.
Factory industry grew phenomenally from the 1880's
onwards.



globalization: *n.* the worldwide integration of government policies, cultures, social movements, and financial markets through trade and the exchange of ideas; the increased mobility of goods, services, labor, technology and capital through out the world. 全球化

e.g. the globalization of trade and finance.



take on: to accept work or responsibility, etc. (参见 Notes of Unit 3, Teacher's book 2)

e.g. My doctor says I'm too tired and has advised me not to take on any more work.

With his promotion, he had taken on greater responsibilities.

She takes on more work than is good for her.



philanthropist: *n.* a person who is kind and helpful to those who are poor or in trouble, especially by making generous gifts of money. 慈善家



philosopher: *n.* a person who studies the nature and meaning of existence, reality, knowledge, goodness, etc. 哲学家

e.g. The question has puzzled philosophers since the beginning of time.

philosophy: *n.* the study of the nature and meaning of existence, reality, knowledge, goodness, etc. 哲学

e.g. She read philosophy at Oxford.



statesman: *n.* an experienced political or government leader, especially one who is widely known and is respected as being wise, honorable, and fair-minded. 政治家

e.g. Terrorism could threaten any visiting statesman.



statesman: *vi.* to reach the highest point or level. 达到顶峰

e.g. Sales have now peaked, but they are expected to decline soon.

The annual workload no longer peaks at harvest time.



decline: *vi.* to become less in quality, importance or strength; to go from a better position to a worse position, or from higher to lower. 跌落; 衰败

e.g. declining popularity

His influence declined as he grew older.

The crime rate has declined sharply.

Do you think standards of morality have declined in recent years?



It is this remarkable growth that appears to be the quality most closely related to his achievements, more so than IQ, charisma, privilege, luck or dozens of other factors we normally associate with great success.

- 正是他的这种非凡的发展观，成为了伴随他人生成就的最重要的品质。这种品质，远比智商、魅力、特权、运气或其他诸多因素更重要，尽管后者是我们通常认为与成功紧密联系的要素。

It is this remarkable growth that ...: This remarkable growth is more closely related to his achievements than IQ, charisma, privilege, luck or dozens of other factors.



remarkable: *adj.* unusual or exceptional in some way that causes people to notice and be surprised. 异常的; 非凡的

e.g. a most remarkable sunset

a remarkable coincidence

Finland is remarkable for the large number of its lakes.

He prepared the dinner with remarkable speed and efficiency.

Her achievement was more remarkable as she had come from such a poor family.



(be) related to: (to be) connected in some way. 与……有关

e.g. This question is related to electricity.

This program is related to drug addiction and juvenile crime.

The fall in the cost of living is directly related to the drop in the oil price.

Cost is directly related to the amount of time spent on the job.



achievement: *n.* success after a lot of efforts. 成就

e.g. a remarkable achievement

an astonishing achievement

He felt a great sense of achievement when he reached the top of the mountain.



IQ: intelligence quotient; a measure of human intelligence, with 100 representing the average. 智商

e.g. an IQ test

She has an IQ of 127.

The IQ of our students is quite low.



dozens of: This phrase can be used to refer vaguely to a large number, which may mean “lots of” or “many”. 很多

e.g. I've been there dozens of times.

I've told you dozens of times.

There have been dozens of attempts at reform.

Here, “of” is used with the plural form of “dozen”.

There also exist some similar phrases like “hundreds of”, “thousand of”, “millions of”, etc.



dimension: *n.* a particular part or aspect of a problem. (空间)
度; 尺度

e.g. There is another dimension to this problem which you
haven't considered.

on some dimensions: in some respects. 在某些方面



Henry Ford (1863—1947): American industrialist, pioneer automobile manufacturer. He founded the Ford Motor Company (福特汽车公司) with his associates in 1903. After he bought out his associates in 1907, the Ford family remained in control of the company. Ford Motor Company is one of the largest automobile producers in the world.



Sam Walton (1918—1992): American retailing executive. He opened the first Wal-Mart Discount in Arkansas in 1962. Walton developed Wal-Mart (沃尔玛百货公司) into a chain of centrally controlled stores. By 1991 Wal-Mart had become American's largest retailer. In 1985, Walton himself was the wealthiest person in the USA.



Ray Kroc (1902—1984): Once a businessman selling goods to the restaurant owned by Mac (Maurice) and Dick (Richard) McDonald. Attracted by the style of the restaurant, he sold his Company and joined in the operation of the McDonald restaurant. He bought out the McDonald brothers in 1961 and continued to run the company as president from 1955 to 1968 and as Chairman of the Board from 1969 to 1977. At the time of his death, there were 7,500 McDonald's restaurants worldwide.



Honda: a brand name for a famous Japanese car. 本田汽车



aggressively: *adv.* If you do something aggressively, you are eager to succeed and behaves in a determined and forceful way without caring about other people. 好胜地；有进取心地

e.g. aggressively launch the new product into market



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seek (sought): *vt.* to make a search for something; to try to get sth. 寻求

e.g. He moved to London to seek jobs.

The travelers are seeking shelter from the rain.

Both the Russians and the Americans are seeking peace.

Will the president seek re-election at the end of his term of office?

The bombing could have been done by someone seeking revenge.

They are seeking a 10 percent reduction in their work force.



media attention: attention from such mass media as newspaper, television, and radio, etc. 媒体关注



incredible: *adj.* unbelievable; very hard to believe or imagine.
不可思议的

e.g. an incredible idea

incredible uniform

Their technical standard is incredible.

That's the most incredible coincidence I've ever heard of.



generate: *vt.* to cause to exist; to produce. 产生

e.g. Investment generates high incomes.

The accident generated a lot of public interest in the nuclear power issue.

The personnel department seems to be generating a lot of paperwork these days.



villa: *n.* a pleasant country house with its own garden, often used for only part of the year for holidays. 乡间别墅

e.g. They rented a villa not far from Paris.

We're renting a villa in the south of France for the summer.



Nobel Prize: The Nobel Prize is the first international award given yearly since 1901 for achievements in physics, chemistry, medicine, literature, economics and world peace. In 1968, the Sveriges Riksbank (Bank of Sweden) instituted the Prize in Economic Sciences in memory of Alfred Nobel, founder of the Nobel Prize. Each prize consists of a medal, personal diploma and prize amount. 诺贝尔奖

e.g. They rented a villa not far from Paris.

We're renting a villa in the south of France for the summer.



founding: *n.* the start or development of sth.; the establishment or setting up of something 建立

e.g. He opposed the founding of the National Gallery.



the school of government: a group of people with the same political opinions and ideas.



reform: *vt.* to improve by making changes. 改革

e.g. a plan to reform the tax system and make it simpler and fairer

a serious attempt at reforming our assessment methods

proposals to reform the Labor Party

It is high time that the legal profession reformed itself.



civic: *adj.* of a city or its citizens. This adjective is used to describe duties, rights, feelings that people have because they are members of a particular community. 市民的, 公民的

e.g. civic duties

公民义务

civic pride

公民自豪感

civic project

市政工程

The president's visit was the most important civic event of the year.

总统的来访是该市一年中最重要的事件。



human nature: the natural qualities and ways of behavior that are shared by most people. 人性, 人的本质

e.g. It's only human nature to like money.

It's only human nature to want a comfortable life.



research associate: person connected with another in research work. 研究伙伴

e.g. **business associate**

生意伙伴

work associate

工作伙伴



prod: *vt.* to urge sharply into action or thought; to remind sb. to do. 促使……行动

e.g. The announcement prodded us into action.

He's not lazy, but he needs prodding.

You may have to prod him from time to time.



citizenry: *n.* a literary word which refers to people living in a country, state, or city; the whole body of citizens. 公民或市民的总称

e.g. These issues were explained and debated by citizenry.



fortune: *n.* a great amount of money or possessions. 财富

e.g. He dreamed of making his fortune.

She won a fortune in a lottery.

His father left him an immense fortune.

The diamond necklace she was wearing must be worth a fortune.



make contributions to: to help make sth. Successful.
对……作出贡献

e.g. to make contribution to the community

He has made an important contribution to the
company's success.



equally: *adv.* to the same degree or extent. 相等地

e.g. They can both run equally fast.

Men and women must become equally responsible for bringing up children.



It is difficult to find 20th century entrepreneurs or executives with a longer list of accomplishments: He is the 20th century entrepreneur or executive with the longest list of accomplishments.

accomplishment: sth. remarkable. 成就

e.g. Children should learn about the great accomplishments of their nation.



inspirational: *adj.* giving the urge, desire, or eagerness to take effective action. 给予灵感的

e.g. The book was of the greatest inspirational value.



role model: a person whose behavior in a particular role is copied or is likely to be copied by others. 供他人效仿的
职责
模范

e.g. The book was of the greatest inspirational value.



peer: *n.* a person of the same age, class, position, etc. as oneself. 同辈的人, 同等的人

e.g. The opinions of his peers are more important to him than his parents' ideas.

Comparing students with their peers outside university, they are most likely to have emotional problems.



Notes

1. **Konosuke Matsushita** a Japanese businessman who established Matsushita Electric 松下幸之助
2. **charismatic** having the strong personal charm or quality to attract, influence, and inspire people or win their admiration 有个人魅力的, 有领袖气质的
3. **visionary** having or showing wise understanding of how the future will be 有眼光的, 有远见的
4. **Matsushita Electric** one of the world's leading producers of electronic and electric products. Most of the Company's products are marketed under several trademarks including: Panasonic, National, Technics, and JVC. 松下电器公司



5. **Bethlehem Steel** a US company. Founded towards the end of the 19th century, it produces a wide variety of steel mill products. Bethlehem also has iron ore operations, which provide raw materials to Bethlehem's steel-making facilities or sell such materials to trade customers.
6. **Colgate-Palmolive** a US company. Founded by William Colgate as a soap and candle business in 1806, it is now manufacturing and marketing a wide variety of products in the United States and around the world. Its global trademarks include Colgate, Palmolive, Protex, Soupline, Fab, Science Diet and etc. 高露洁公司



7. **Gillette** a company that manufactures and sells a wide variety of products, including male and female wet and dry shaving devices and related toiletries, batteries, and toothbrushes 吉列公司
8. **Goodrich** a company that operates in three business segments: Aerospace, Engineered Industrial Products and Performance Materials. It was established by Dr. Benjamin Franklin Goodrich in 1870 in the USA.
9. **Whirlpool** Founded in early 20th century, Whirlpool is now the world's leading manufacturer and marketer of major home appliances. The company's principal products are home laundry appliances, home refrigeration and room air conditioning equipment, home cooking appliances, home dishwashers and mixers and other small household appliances. 惠而浦公司



10. globalization the worldwide integration of government policies, cultures, social movements, and financial markets through trade and the exchange of ideas; the increased mobility of goods, services, labor, technology and capital through out the world 全球化

11. Henry Ford (1863—1947) American industrialist, pioneer automobile manufacturer. He founded the Ford Motor Company with his associates in 1903. After he bought out his associates in 1907, the Ford family remained in control of the company. Ford Motor Company (福特公司) is one of the largest automobile producers in the world.



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13. Ray Kroc (1902—1984) once a businessman selling goods to the restaurant owned by Mac (Maurice) and Dick (Richard) McDonald. Attracted by the style of the restaurant, he sold his company and joined in the operation of the McDonald restaurant. He bought out the McDonald brothers in 1961 and continued to run the company as president from 1955—1968 and as Chairman of the Board from 1969—1977. At the time of his death, there were 7,500 McDonald's restaurants worldwide.



- 14. Honda** a brand name for a famous Japanese car 本田汽车
- 15. villa** a pleasant country house with its own garden, often used for only part of the year for holidays 别墅
- 16. Nobel Prize** The Nobel prizes were established by Alfred Nobel in 1901 and are given yearly in Sweden for special achievements in physics, chemistry, medicine, literature, economics, and world peace. It is a great honour to receive a Nobel prize, and people who have received them are sometimes called Nobel laureates. 诺贝尔奖
- 17. IQ** intelligence quotient; a measure of human intelligence, with 100 representing the average. 智商








18. It is this remarkable growth that appears to be the quality most closely related to his achievements, more so than IQ, charisma (个人魅力), privilege, luck This remarkable growth is more closely related to his achievements than IQ, charisma, privilege, luck or dozens of other factors.

19. civic projects civic: of a city or its citizens 市政工程

20. It is difficult to find 20th century entrepreneurs or executives with a longer list of accomplishments He is the 20th century entrepreneur or executive with the longest list of accomplishments.



Exercises

-  Exercises I
-  Exercises II
-  Exercises III
-  Exercises IV
-  Exercises V



I. Comprehension: True / False / Not Mentioned.

- T 1. Growth is the most important quality in Matsushita's nature.
- NM 2. Konosuke Matsushita was born in a poor family.
- T 3. Konosuke Matsushita was a versatile man.
- T 4. Konosuke Matsushita made great achievements even in his late life while average people of that age usually retire.
- F 5. Although he was a successful man, his IQ was low.
- F 6. As a man from a humble family, he desired publicity and fame.



- F 7. As a successful businessman, he is well-known all over the world.
- T 8. As a wealthy man, he was concerned about the welfare of his country more than his personal comfort.
- F 9. Matsushita Electric is the biggest enterprise in the world.
- T 10. The author thinks that no one can match him as an inspirational role model.



II. Discussion Questions.

1. What does Konosuke Matsushita strike you most?
2. As a student majoring in business English, will you set Konosuke Matsushita as the model of your future career? Why or Why not?
3. In China, do you find any entrepreneur who is similar to Konosuke Matsushita in his / her accomplishment? If yes, can you tell the whole class the story of the entrepreneur?



III. Vocabulary: Guess the meaning of the following underlined words from the text.

1. No Chinese would doubt that the late Premier Zhou Enlai is a charismatic leader.



a. christian

b. courageous

c. clever

d. ✓magnetic

2. No employer would hire an ineffective and sickly man like him.



a. unpleasant

b. evil

c. ✓unhealthy

d. slow



3. Thomas Malthus is considered a visionary demographer (人口学家) because as early as 1798 he claimed the dramatic increase in Europe's population to be a sign of coming doom.



a. far-sighted

b. imaginative

c. unrealistic

d. impractical

4. The police are working aggressively against the drug crime.



a. defensively

b. forcefully

c. intentionally

d. carefully



5. She is too careful with her children — she never lets them beyond her sight.



a. outside

b. after

c. behind

d. over

6. His story of having seen a ghost seemed incredible to his friends.



a. strange

b. horrible

c. unbelievable

d. wonderful



7. It's a good idea to develop tourism in China because tourism will generate profit and new jobs as well.



a. give

b. have

c. effect

d. produce

8. She has got a new job, hence, a new set of work associates.



a. relations

b. colleagues

c. plans

d. targets



9. He's clever but a bit lazy. So you have to prod him from time to time.



a. beat

b. encourage

c. ✓ push

d. ask

10. By buying five books every month, he soon accumulated a good library.



a. made

b. ✓ gathered

c. increased

d. found



IV. Translate the following sentences into English, using the expressions highlighted.

1. 国有企业相比，私营企业的规模还是太小。 by comparison with

 By comparison with state-owned enterprises, the scale of self-employed enterprises is too small.

2. 许多人对上网冲浪非常着迷，但上网做生意的人并不多。 be fascinated with

 Many people are fascinated with surfing the Internet. But few people are doing business through it.



3. 你应该尽快向董事长汇报亏损情况。 be supposed to

 You are supposed to report to the chairman of the board about the loss as soon as possible.

4. 现在很多学生都反对教师一言堂的传统教学模式。 be opposed to

 Nowadays a lot of students are opposed to the traditional teacher-centered teaching.

5. 旧的风尚过时了, 新的风尚又开始流行。 be out

 While old fashions are out, new fashions become in.



6. 对于他来说, 只有利润才是至关重要的东西。matter

 Profit is the only thing that matters to him.

7. 随着市场经济的发展, 我们再也不必为物品供应短缺而犯愁了。no longer

 With the development of market economy, we are no longer worried about the shortage of the supply of goods.

8. 大多数人不愿意做保洁工作, 但她却做得很开心。
thrive on

 Most people are reluctant to do the cleaning job whereas she thrives on it.



9. 在西方, 人们总是把白色和纯洁联想在一起。associate with

 In the West, people always associate white color with purity.

10. 随着职务的升迁, 他担负的责任也更大了。taken on

 With promotion, he had taken on greater responsibilities.



V. Cloze: Choose the right answers to fill in the gaps in the passage.

Matsushita began his 1 in 1917 with savings of 100 2 and with four 3, including his wife, Mumeno. None of the five had the 4 of a high school education. More 5, not one of them knew how to manufacture an electrical socket,

- | | | | |
|-------------------|-----------------|--------------|---------------|
| 1. a. business | b. factory | c. company | d. journey |
| 2. a. yuan | b. dollars | c. yen | d. pounds |
| 3. a. sponsors | b. cooperators | c. partners | d. assistants |
| 4. a. equivalent | b. certificate | c. diploma | d. knowledge |
| 5. a. startlingly | b. surprisingly | c. basically | d. sadly |

 1. a 2. c 3. d 4. a 5. c



The Matsushita “factory” was established inside his two-room house. Total 6 available for working and living 7 130 square feet. With no 8 and very limited 9, they scrambled to manufacture the new socket design. The insulation 10 inside the product proved to be a major problem.

- | | | | |
|--------------------|-----------------|--------------|------------------|
| 6. a. rooms | b. house | c. place | d. space |
| 7. a. equal | b. was equal | c. is equal | d. equaled |
| 8. a. money | b. revenues | c. profits | d. loans |
| 9. a. support | b. finance | c. financing | d. share capital |
| 10. a. is required | b. was required | c. required | d. requirement |

 6. d 7. d 8. b 9. c 10. c



To overcome their 11 technological know-how, they worked long hours, seven days a week. 12 finally came from a former Osaka Light colleague, who had learned how to make insulation and explained to them how to do it. In the middle of October 1917, after four months of 13, they succeeded in creating a few samples of the new design.

11. a. lack of b. lacking in c. lack in d. thirst for
 12. a. Assistants b. Assistance c. Experts d. Professor
 13. a. cooperation b. experiment c. explanation d. work

 11. a 12. b 13. d









But wholesalers received the product 14, if at all. Their 15 were the same as those startups we often hear today. “Come back when you have a track record. I can’t afford to take you on if there is a risk that you might be out of business in a few months.” “Having only one product is a problem. If I bought each item I handle from a different manufacturer, I would have to deal with thousands of suppliers, and that wouldn’t work. Come back when you have a broader line of products.”

14. a. warmly b. cheaply c. coolly d. with interests
 15. a. stories b. concerns c. explanations d. opinions

 14. c 15. b



Extended Activities

-  A. Function and Structure
-  B. Special Use
-  C. Practical Reading
-  D. Additional Vocabulary
-  E. Business World
-  F. Humor Time



I. Agreeing and Disagreeing

Practise the following expressions with your partners and then complete the dialogues.

Item	Sample Sentences
<p>Ask if somebody agrees</p>	<p>Do / Don't you agree / think <i>that the price is too high?</i> Do you go along with that? Would you accept my view <i>that the contract is mutually beneficial?</i> Can I ask if you agree <i>with his argument?</i> I wonder if you would <i>agree that money doesn't mean happiness.</i></p>
<p>Fully agreeing</p>	<p>I agree entirely. I couldn't agree more. You know that's exactly what I think / I had in mind / I hoped for. I'm in complete agreement with you. I am (very much) in favor of <i>his plan.</i></p>



Item	Sample Sentences
Partly agreeing	<p>I'm not sure if I agree entirely. I take it with some reservations. I see your point / I agree with much of what you said / That may be the case / To a certain extent, yes / That is one way of looking at it, but (on the other hand / you shouldn't forget) <i>your quotation exceeds the current market price by 10%</i>. I think we are very much in agreement on this. However, <i>I still think your offer is too high.</i></p>
Disagreeing	<p>You can't mean that / be serious! (I'm sorry / afraid) I don't / can't agree <i>with you</i> / go along <i>with you about that</i> / accept <i>your proposal</i> / approve <i>the budget</i> / support <i>the idea</i>. I'm upset about / opposed to / not in favor of / not pleased about / not with you about <i>your proposal</i>. I must say that I disapprove of <i>any change to the plan</i> / I entirely disagree <i>with you</i>.</p>



1) Jack: I believe that luck often decides one's fate.

Jim: I must say I entirely disagree with you. I don't believe in fate at all.

Jack: You don't?

Jim: Yeah. I always think I can determine my course of life.

Jack: I see your point, but you should not forget that "Man proposes, God disposes".

Lee: I've come to the conclusion that English is the most difficult language to learn in the world. I don't think I can master it at all no matter how hard I try.

2) Linda: You can't be serious ! Everyone knows that your Chinese is much more difficult than English. Do you go along with that ?

Lee: I'm afraid I'm opposed to your statement. To me, Chinese is a piece of cake. Anyway, nobody will find his mother tongue difficult.



3) Mr. Barker: Don't you think the price you offer is too high?
I'm sorry I can't accept your offer. 1,500 for such a car.

Mr. Jackson: You can't mean that ! Do you know how much I paid for "such a car" five months ago? 15,000!

Mr. Barker: I can't imagine I would pay 1,500 for this car.

4) Susan: Can I ask if you agree that table tennis is the most boring sport?

Betty: I'm afraid I'm not with you here. I like table tennis very much.

Susan: Really? In my opinion, the ball is too small and it moves too fast. I can hardly see what's going on.

Betty: That may be the case, but I think it is more interesting to play than to watch.



5) Mary: Would you accept my view that we students should learn to think and act independently?

Fanny: Definitely! You know that is exactly what I think .
But I don't think many teachers are encouraging their students that way.

Mary: You're absolutely right. You see, I'm in complete agreement with you on this point.

Fanny: I think teachers should give us more opportunities to express our opinions and not to be too strict about what is correct or wrong.

Mary: Oh, I agree entirely with you. Teachers shouldn't always tell us what to do or not to do.



6) Linda: I wonder if you agree that “the proof of the pudding is in the eating”.

Jenny: Oh, to be frank, I’m not sure if I agree entirely with you on that.

Linda: Well, I’m very much in favor of this saying. You never really know how good something is until you try it out.

Jenny: I take it with some reservations. That’s true for many things. But sometimes you can tell how good something is just by looking at it.



II. Make dialogues with your partners according to the situations given. Pay special attention to the expressions of agreeing and disagreeing.

1) Suppose you are CEO of a certain company. At the top management regular meeting, Marketing Manager, Mr. Smith proposes a new marketing program and asks what you think of his proposal. Tell him that you don't approve it because of its high cost.

2) Your family is planning for the coming holiday. Your father suggests going to Tsingdao to enjoy the picturesque scenery, golden sand beach and fresh seafood. Your mother likes his suggestion very much, but you are not very pleased about the idea because you have been there three times.



3) Two of your friends are arguing about the old saying “Like father, like son”. They ask if you agree with the saying. Tell them you think it is often true, but you don’t think it is always true.

4) Suppose you are running a business with a partner. Your partner plans to invest all your money on a certain product because it sells well in the market at present. Tell him / her you think it is not safe at all to put all your eggs in one basket, for the market is rather unpredictable and may change at any time.



B. Special Use: Describing Character

- I. Listed below are some adjectives that describe human beings. Look up a dictionary to find their meanings and then sort them out into three categories.

dull	cruel	talkative	amiable	courageous	
sensitive	pessimistic	smug	sympathetic	honest	
stubborn	unsympathetic	mild	bossy	optimistic	
enthusiastic	irritable	idealistic	magnetic	sensible	
dreamy	confident	tough	moody	tacit	flirtatious
open-minded	narrow-minded	small-minded	headstrong		
passionate	shrewd	intelligent	timid	cold	
shy	selfish	nervous	dynamic	greedy	
stingy	adaptable	self-conscious	practical	cautious	



Positive	Negative	Neutral
dynamic amiable optimistic courageous enthusiastic sympathetic practical honest sensible confident adaptable open-minded shrewd intelligent	timid dull cold pessimistic stubborn unsympathetic cruel bossy irritable moody headstrong (self-willed) flirtatious selfish greedy stingy narrow-minded	cautious tacit shy passionate sensitive idealistic self-conscious nervous talkative tough



II. Study the five different expressions of character and do the exercise that follows.

1. She is talented, considerate and sweet-tempered.
2. She is generous by nature.
3. She is of a nervous disposition.
4. It is not in his nature to take risks.
5. She has a possessive nature.



Use your imagination and make sentences with given cues.

1. she / be / sensitive / so / hurt

 She is very sensitive. So she is easily hurt.

2. boss / be / open-minded / so / respect

 My boss is open-minded. So he's highly respected.

3. he / timid / nature / laugh at

 He's timid by nature and is usually laughed at by others.

4. man / selfish / nature / difficult / get along

 That man is selfish by nature and very difficult to get along well with others.

5. Mrs. Thatcher / be of / iron character

 Almost everybody agrees that Mrs. Thatcher is of iron character.



6. she / be of / amiable / disposition / never / angry

 She's of amiable disposition and it seems that she would never be angry with anybody.

7. I / not believe / she / deceitful / not / her nature

 I can't believe she would be so deceitful. It's just not in her nature.

8. it / be / not / my nature / take / life / easy

 It has never been in my nature to take life easy.

9. he / have / wonderful / personality / friends

 He has a wonderful personality that wins him many friends.

10. twin / brothers / have / different / characters

 The twin brothers have entirely different characters.



III. Groupwork.

Work in groups of four. Each member of the group selects one student in the class as the object of description. Describe his / her character and then ask the other members in the group to guess who he / she is.



C Practical Reading: Case Study – Economic Status for Investment

Read the advertisement about Denmark carefully and then choose the right answers to complete the statements that follow.

What Businessmen Think About Denmark?

Business opinion about Denmark is changing. In 2010, the nation again improved its standing on the Business Confidence Scoreboard, climbing from 6th to 5th place.

A steady rise in business confidence



A Strong Economy

Consider the economic picture. Denmark now has:

- The lowest inflation rate in Europe: less than 3% .
- A substantial and growing surplus in its balance of trade: more than 6% of GDP.
- Wage increases significantly below those of other European countries.
- A strong, stable currency tied to the European Monetary System.
- One of the lowest effective corporate tax rates in Europe.
- A reassuring economic outlook. For 2011, the Ministry of Economic Affairs projects:
 - 2% improvement in competitiveness
 - 6% increase in industrial exports and growth of 2.5%—3% in GDP



A Central Location

Denmark is also strategically located. As a member of the European Community, it has access to the 340 million consumers in the Single Market, and as a Scandinavian nation, it serves as a bridge to the non EC — but very affluent — Nordic countries.

There are also strong commercial links between Denmark and the new market economies of Eastern Europe, including the Baltic states. Foreign owned companies established in Denmark can take advantage of these ties. Indeed, some 2,000 firms are doing so right now, and the pace of direct foreign investment has increased markedly in recent years. Businessmen are thinking about Denmark and perhaps you should too. For more information please contact the Ministry of Foreign Affairs or the Danish Embassy or Consulate General in your country.

Total Foreign Investment (MIL USD)

SOURCE: Central Bank of Denmark, 2010

Foreign investment in Denmark continues to grow



1. _____ European countries were rated above Denmark on the Business Confidence Scoreboard.



a. Two

c. Four

b. Three

d. Five

2. The Latin countries which were rated below Sweden and France were all of the following except _____.



a. Italy


c. Spain

b. Norway


d. Portugal



3. If your company is thinking of investing in Denmark, it can be inferred that you need consider _____ first.


-  a. Denmark's monetary system
- b. Denmark's natural resources
- c. Denmark's economic status for investment
- d. Denmark's ties with its neighboring countries

4. All of the following statements about Denmark are true except that _____.

-  a. Denmark's inflation rate ranks the second in Europe
- b. Denmark belongs to the European Community
- c. the Danish krone is part of the European Monetary System
- d. Denmark has strong trade links with the Baltic states



5. The Ministry of Economic Affairs forecasts _____ for 2011.

-  a. an improvement in competitiveness
- b. an increase in industrial exports
- c. growth in GDP
- d. ✓ all of the above**

6. The geographic location of Denmark can be best described as _____.

-  a. suitable
- b. ✓ strategic**
- c. deserted
- d. isolated



7. Some 2,000 foreign-owned companies, established in Denmark, have taken advantage of its ties with _____.



a. North America

b. South Asia

c. ✓ Eastern Europe

d. Western Europe

8. The advertisement suggests contacting _____ in your country for obtaining more information about investing in Denmark.



a. the Ministry of Foreign Affairs

b. the Danish Embassy

c. the Danish Consulate General

d. ✓ both b and c



9. Foreign investment in Denmark in 2008 was _____.



- a. ✓ below 1,000 million USD
- b. above 1,000 million USD
- c. below 1,500 thousand USD
- d. above 500 thousand USD

10. It can be concluded that Denmark's steady rise in business confidence _____.



- a. presents a true threat to the Single Market
- b. ✓ makes foreign investment in Denmark continue to grow
- c. has improved its standing in the world market
- d. has increased its trade surplus greatly in the past four years



The following is a list of famous international brands in the year 2011. Discuss with your partner and put them in the middle column in the table below according to the categories in the left column. Note that some brands may belong to more than one category. Then try to write out the corresponding famous Chinese brands in the right column.

Olay	Reebok	Pantene	Maxwell House
Nescafé	Sifone	ECCO	Crest
Coca-Cola	Pepsi	Pond's	L'oreal
Clarks	Sassoon	Timberland	Columbia
Adidas	Wella	REJOICE	Darlie
Nestea	Head & Shoulders	Signal	Shiseido
GEOX	Darlie	Avon	Sunsilk
Colgate	Lancôme	Pantene	Lipton
Estee Lauder	Vichy	Nike	Johnson & Johnson



Category	International Brand	Chinese Brand
Skin Care	Johnson & Johnson 强生 Pond's 旁氏 Olay 玉兰油 Estee Lauder 雅诗兰黛 Vichy 薇姿 L'Oreal 欧莱雅 Lancome 兰蔻 Avon 雅芳	郑明明 Cheng Ming Ming 羽西 YUE-SAI 美加净 Maxam 隆力奇 Longliqi 佰草集 Herborist 大宝 Dabao
Shampoo / Conditioner	Pantene 潘婷 Sunsilk 夏士莲 Sassoon 沙宣 Shiseido 资生堂 Head & Shoulders 海飞丝 REJOICE 飘柔 Wella 威娜 Sifone 诗芬	蜂花 BEE & FLOWER 舒蕾 SLEK



Category	International Brand	Chinese Brand
Toothpaste	Colgate 高露洁 Crest 佳洁士 Darlie 黑人牙膏 Signal 洁诺	中华 Chung Hua 美加净 Maxam
Coffee	Nescafé 雀巢咖啡 Maxwell House 麦斯威尔	海南力神咖啡 Lisun 云南咖啡 Yunnan Coffee (注册商标为“乐寿”、 “金峡谷”)
Tea	Lipton 立顿 Nestea 雀巢 (茶)	西湖龙井 Xihu Longjing 黄山毛峰 Huangshan Maofeng 碧螺春 Biluochun



Category	International Brand	Chinese Brand
Shoes	Clarks 其乐 Columbia 哥伦比亚 Timberland 添柏岚 Nike 耐克 Adidas 阿迪达斯 Reebok 锐步 ECCO 爱步 GEOX 健乐士	森达 Shenda 红蜻蜓 Red Dragonfly 奥康 Aokang 达芙妮 Daphne 李宁 LI-NIN
Soft Drink	Coca-Cola 可口可乐 Pepsi 百事可乐 Nestle 雀巢	三得利 Suntory 正广和 Zheng Guang He 农夫山泉 Nongfu Spring 麒麟 Kirin 汇源 Huiyuan



E. Business World

Leadership Lessons for the 21st Century

- Treat the people you do business with as if they were members of your family. Prosperity depends on how much understanding one receives from the people with whom one conducts business.
- After-sales service is more important than assistance before sales. It is through such service that one gets permanent customers.
- Don't sell customers goods that they are attracted to. Sell them goods that will benefit them.
- To be out of stock is due to carelessness. If this happens, apologize to the customers, ask for their addresses, and tell them that you will deliver the goods immediately.



- It's not enough to work conscientiously. No matter what kind of job, you should think of yourself as being completely in charge of and responsible for your own work.
- If we cannot make a profit, that means we are committing a sort of crime against society. We take society's capital, we take their people, we take their materials, yet without a good profit, we are using precious resources that could be better used elsewhere.



F. Humor Time

Len and Jim worked for the same company. One day, Len lent Jim 20, but then Jim left his job and went to work in another town without paying Len back his 20.

Len did not see Jim for a year, and then he heard from another friend that Jim was in town and staying at the Central Hotel, so he went to see him there late in the evening.

He found out the number of Jim's room from the clerk at the desk downstairs and went up to find him. When he got to the room, he saw Jim's shoes outside the door, waiting to be cleaned.



“Well, he must be in,” he thought, and knocked at the door. There was no answer.

He knocked again. Then he said, “I know you’re in, Jim. Your shoes are out here.”

“I went out in my slippers,” answered a voice from inside the room.



Bonus: Word Study

For each of the following clues, use the given prompts to produce sentences in the same way as is shown in the model.

1. Prompt: she / like / me / drive (v.) / airport / next / Friday

Model: She would like me to drive her to the airport next Friday.



a. he / intelligent / not / succeed / he / lack / drive (n.) / perfection

b. easy / half-hour / drive (n.) / here / their place


c. private / drive (n.) / lead / highway / palace

d. man / drive (v.) / greed / envy / lose / sense / justice



2. Prompt: hundred / thousand / tourists / fascinate (v.) /
beautiful / scenery / there


Model: Hundreds of thousands of tourists are fascinated
with the beautiful scenery there.

-  a. I / so / fascinate (v.) / sight / not / take / eyes / it
- b. your / idea / tour / Himalayas / fascinate (adj.) / everyone
- c. traditional / Chinese art / irresistible / fascinate (n.) /
foreign / tourists



3. Prompt: small / village / isolate (v.) / outside world / ever since / come / existence


Model: The small village has been isolated from the outside world ever since it came into existence.

-  a. patients / immediately / isolate (v.) / disease / high / infectious
- b. he / spend / most / spare / time / read / write / isolate (adj.) / cabin / foot / hill
- c. old / man / live / complete / isolate (n.) / mountains / far / modern / life



4. Prompt: car / market / experience / acute / depress (n.) /
bring / rise / oil prices

Model: The car market experienced an acute depression
brought about by a rise in oil prices.

-  a. business / greatly / depress (v.) / country / after wars /
crucial / social changes
- b. man / become / increasingly / depress (adj.) / bad / work /
conditions / shortage / money
- c. acute / industrial / depress (n.) / inevitably / follow / war
- d. listen / news / can / really / depress (adj.) / when / all / you
/ ever / hear / violence / crime



5. Prompt: Mr. Johnson / utterly / oppose (adj.) / development / chemical industry / area

Model: Mr. Johnson is utterly opposed to the development of chemical industry in that area.



a. citizen / city / strongly / oppose (adj.) / any further / increase / taxes

b. I / oppose (v.) / plan / build / nuclear / waste / facility / nearby / harm / environment

c. proposals / arouse / oppose (n.) / local / residents / as well / environmentalists

d. they / see / was / oppose (n.) / wishes



- a. He is intelligent but he won't succeed because he lacks drive for perfection.
- b. It is an easy half-hour drive from here to their place.
- c. A private drive leads up from the highway to the palace.
- d. A man driven by greed or envy loses his sense of justice.



- a. I was so fascinated by the sight that I could not take my eyes off it.
- b. Your idea of making a tour to the Himalayas is fascinating to everyone.
- c. Traditional Chinese art has an irresistible fascination for foreign tourists.



- a. The patients were immediately isolated because the disease was highly infectious.
- b. He spent most of his spare time reading and writing in an isolated cabin at the foot of the hill.
- c. The old man lived in complete isolation in the mountains far from modern life.



- a. Business was greatly depressed in that country after crucial social changes.
- b. The man was becoming increasingly depressed by bad working conditions and shortage of money.
- c. An acute industrial depression inevitably follows the war.
- d. Listening to the news can be really depressing, when all you ever hear about is violence and crime.



- a. The citizens of the city were strongly opposed to any further increase in taxes.
- b. I opposed the plan to build a nuclear waste facility nearby because it would do harm to the environment.
- c. The proposals have aroused the opposition of local residents as well as environmentalists.
- d. What they had seen was in opposition to their wishes.



1. drive

Basic usage:

① *n.* energy or energetic way of working 干劲

e.g. Brian has got tremendous drive.

I'm very much impressed by his enthusiasm and drive.

He's clever but he won't succeed because he lacks drive.

He has a strong drive to become a lawyer.



② *n.* a planned effort by a group for a particular purpose;
campaign 有计划的努力; 运动

e.g. China's modernization drive

a big anti-smoking drive

the region's drive for independence

The club is having a membership drive (= to get more members).

The company has embarked on a drive to improve its image.

They launched a big anti-drug drive in the country.



③ *n.* a journey in a car 车程

e.g. The hotel is only ten minutes' drive from the airport.
We went for a drive in Jack's new car.

④ *vt/i.* to operate a vehicle so that it goes in a particular direction 操纵, 驾驶

e.g. Can you drive?

I drove to work this morning.

Shall we drive (= go there by car) or go by train?



⑤ *vt.* to force sb to act in a particular way 迫使进入某特定动作

e.g. The urge to survive drove them on.

You're driving yourself too hard.

Hunger drove her to steal.

⑥ *vt.* to make someone or something get into a bad or extreme state, usually an emotional one 迫使进入某特定状态

e.g. drive somebody crazy/mad/insane (=make someone feel very annoyed)

This cough is driving me mad!

Those kids are driving me to despair.



⑦ *vt.* to force sb/sth to move in a particular direction 驱赶;
推动

e.g. to drive sheep into a field

The enemy was driven back

派生词:

driving *n.* the activity of driving a car, truck etc 操纵, 驾驶

e.g. driving lessons

He was charged with causing death by dangerous driving.

driveway *n.* the hard area or road between your house and
the street 车道



Other useful collocations:

driving force: someone or something that strongly influences people and makes them do something 驱动力

driving ambition: a very great desire to do or achieve something 雄心壮志

driving/driver's license 驾驶执照

driving school 驾校

driving without license 无证驾驶

dangerous driving 危险驾驶



2. fascinate

Basic usage:

Vt/i. to attract or interest sb very much 迷住; 吸引

e.g. The idea of traveling through time fascinates me.

What fascinates me most about him is his accent. Where does he come from?

It was a question that had fascinated him since he was a boy.

The private lives of movie stars never fail to fascinate.



派生词:

fascinating *adj.* 有极大吸引力的; 迷人的

e.g. a fascinating book.

I find his tale of a wild and lawless life fascinating.

fascinated *adj.* 被迷住的; 被吸引住的

e.g. I was fascinated by her voice.

People will be fascinated to hear that the man has lost more than 50 pounds.

fascination *n.* 着迷; 迷恋

e.g. The children looked on in fascination.

Police knew of his fascination with guns.



Other useful collocations:

be fascinated with/by [增加by和例句。]: be attracted by
对……极感兴趣; 被……迷住

e.g. The vain woman is fascinated with her own charm in front of the mirror.

He is fascinated with chess.

Tom is fascinated with how the Internet has impacted all aspects of modern commerce.

I was fascinated by the different people who did business with me.

have a fascination for/with: 对…十分感兴趣; 酷爱

e.g. Ken always had a fascination for stories about undersea exploration.



3. isolate

Basic usage:

① *vt.* to separate sb/sth physically or socially from other people or things 使隔离; 使孤立; 使脱离

e.g. Patients with the disease should be isolated.

This decision will isolate the country from the rest of Europe.

Several villages have been isolated by the floods.

Efforts have been made to isolate these people from the infectious disease.

The US has sought to isolate Cuba both economically and politically.

Presley's phenomenal early success isolated him from his friends.

New-born babies must be isolated from possible contamination.



② *vt.* ~ sth (from sth) to separate a part of a situation, problem, idea, etc. so that you can see what it is and deal with it separately 使分离

e.g. It is possible to isolate a number of factors that contributed to her downfall.

It is impossible to isolate political responsibility from moral responsibility.

派生词:

isolation *n.* 孤立; 隔绝; 隔离

e.g. live in complete isolation
an isolation room 隔离室
a feeling of total isolation



isolated *adj.* 隔离的; 分离的; 孤立的

e.g. Apart from a few isolated cases, we have managed to avoid delays.

an isolated farmhouse in the country

People living in modern apartments sometimes feel isolated from the rest of the world.

Other useful collocations:

an isolated action, event, case, example etc: happens only once, and is not likely to happen again 个别事例, 孤案

e.g. Police say that last week's protest was an isolated incident.



4. depress

Basic usage:

① *vt.* to make someone feel very unhappy 使忧愁/抑郁

e.g. The thought of having to take the exam again depressed him.

It depresses me that nobody seems to care.

Wet weather always depresses me.

It depresses me to see so many young people smoking.

② *vt.* to prevent an economy from being as active and successful as it usually is 使不能正常运转；使不景气

e.g. Several factors combined to depress the American economy.
The recession has depressed the housing market.



③ *vt.* [formal] to reduce the value of prices or wages

e.g. High interest rates may depress share prices.

同根词:

depression

① *n.* a long period during which there is very little business activity and lots of people are jobless 经济萧条期, 不景气期

e.g. the long years of economic depression



② *n.* a feeling of sadness that makes you think there is no hope for the future 沮丧; 消沉; 忧郁症

e.g. She was overcome by depression.

Peter fell into a deep/severe depression on hearing the news.

Women who suffer from post-natal depression (=that sometimes happens after the birth of a baby)

depressed *adj.* 忧愁的; 消沉的; 沮丧的

e.g. She felt lonely and depressed.

Carter seemed depressed about/at the situation.

depressed *adj.* 令人忧愁 / 沮丧的

e.g. I found the whole experience very depressing.

It's a depressing thought.



Other useful collocations:

the Depression 大萧条 [指20世纪30年代的经济不景气]

economic depression 经济衰退

manic depression 狂躁症

e.g. Michelle was acutely embarrassed (=very embarrassed)
at having to ask for money.



5. oppose

Basic usage:

① *vt.* to disagree with something such as a plan or idea and try to prevent it from happening or succeeding 反对; 阻碍

e.g. Congress is continuing to oppose the president's healthcare budget.

I would oppose changing the law.

② *vt.* to compete with sb in a contest 对抗; 竞争

e.g. He intends to oppose the prime minister in the leadership election.

He is opposed by two other candidates.



派生词:

opposed *adj.* 相反的; 对立的

e.g. The principles of capitalism and socialism are diametrically opposed to each other.

opposing *adj.* 相反的; 相对立的; 截然不同的

e.g. They have opposing views on abortion.

The Socialist Party has split into two opposing camps.

opposition *n.* 反对; 不赞成

e.g. There was a great deal of opposition to the war.

They face opposition from teachers.

He is confident in his ability to overcome all opposition with his personal charm.



Other useful collocations:

be opposed to sth. 反对

e.g. Most of us are opposed to death penalty.

She remained bitterly opposed to the idea of moving abroad.

They are totally opposed to abortion.

as opposed to 与…对照之下；而非

e.g. Students discuss ideas, as opposed to just copying from books.

It is his private as opposed to his public life that draws public interest.

This exercise develops suppleness (柔韧性) as opposed to (= rather than) strength.

