

College English III

By Liu Xiaoqin



The background image is a collage of office-related items. At the top, a white calculator is partially visible. Below it, a yellow spreadsheet with numerical data is shown. In the center, a blue tablet displays a bar chart with three series of bars in blue, green, and purple. To the right of the tablet, a blue pen and a spiral-bound notebook are visible. The overall theme is business and productivity.

Unit

1

The
working
day

Content

R Changing places: job swapping at work

L Being a PA (personal assistant)

V Job titles and describing jobs; names of company departments

S Describing jobs: asking other people about their job

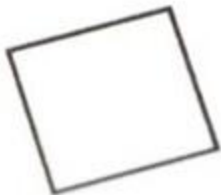
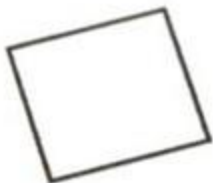
G Present simple and present continuous; time expressions; state verbs



How do people talk about their jobs?

Learning objectives

What are the typical structure of a company?



Getting started

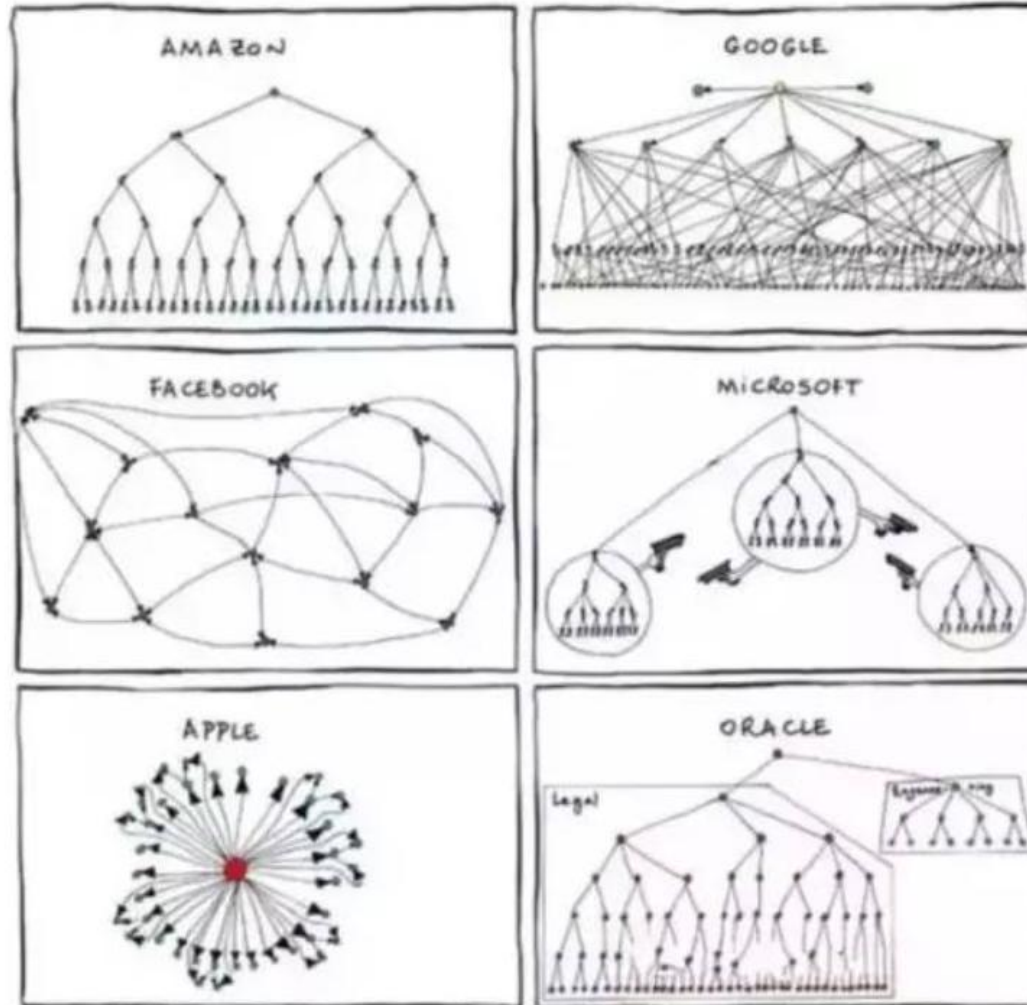
organogram

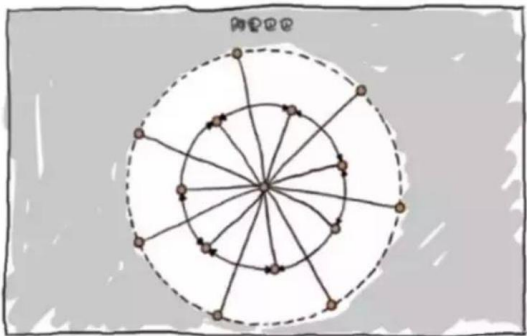
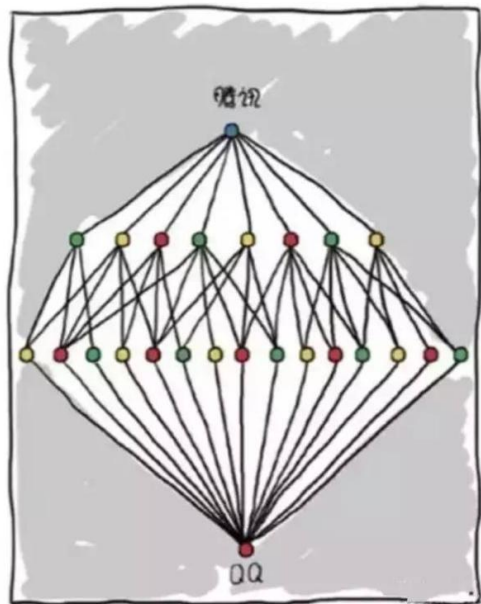
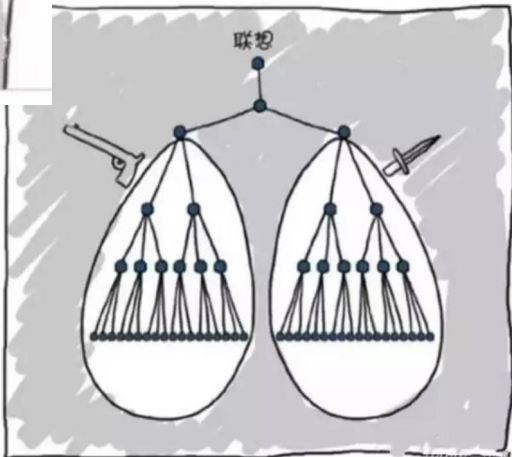
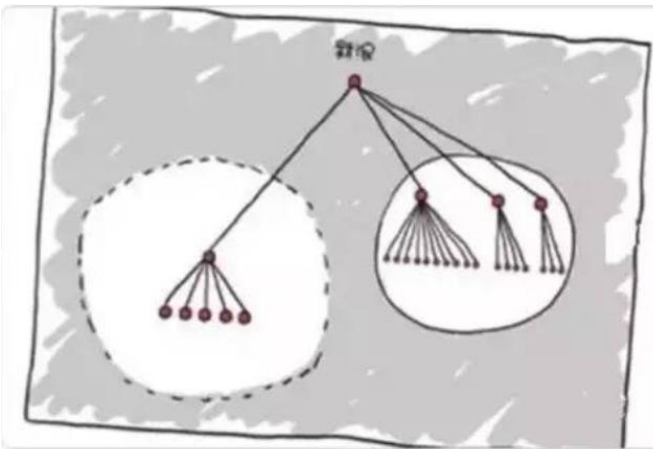
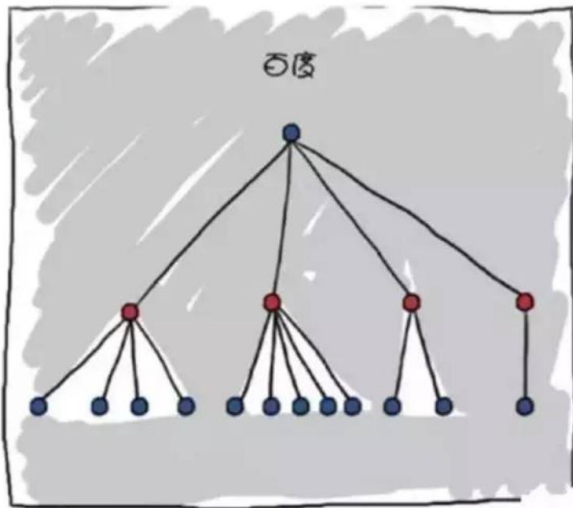
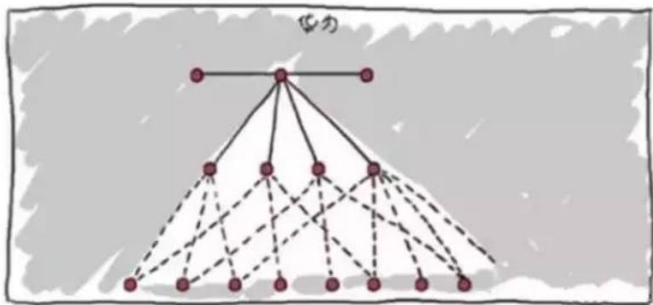
work--**business**--company

If you work in a company, which department would you prefer to work in?

Organogram , by web designer Manu Cornet

June 27th, 2015.





Write a name card about yourself,
including your name, present
position and responsibilities

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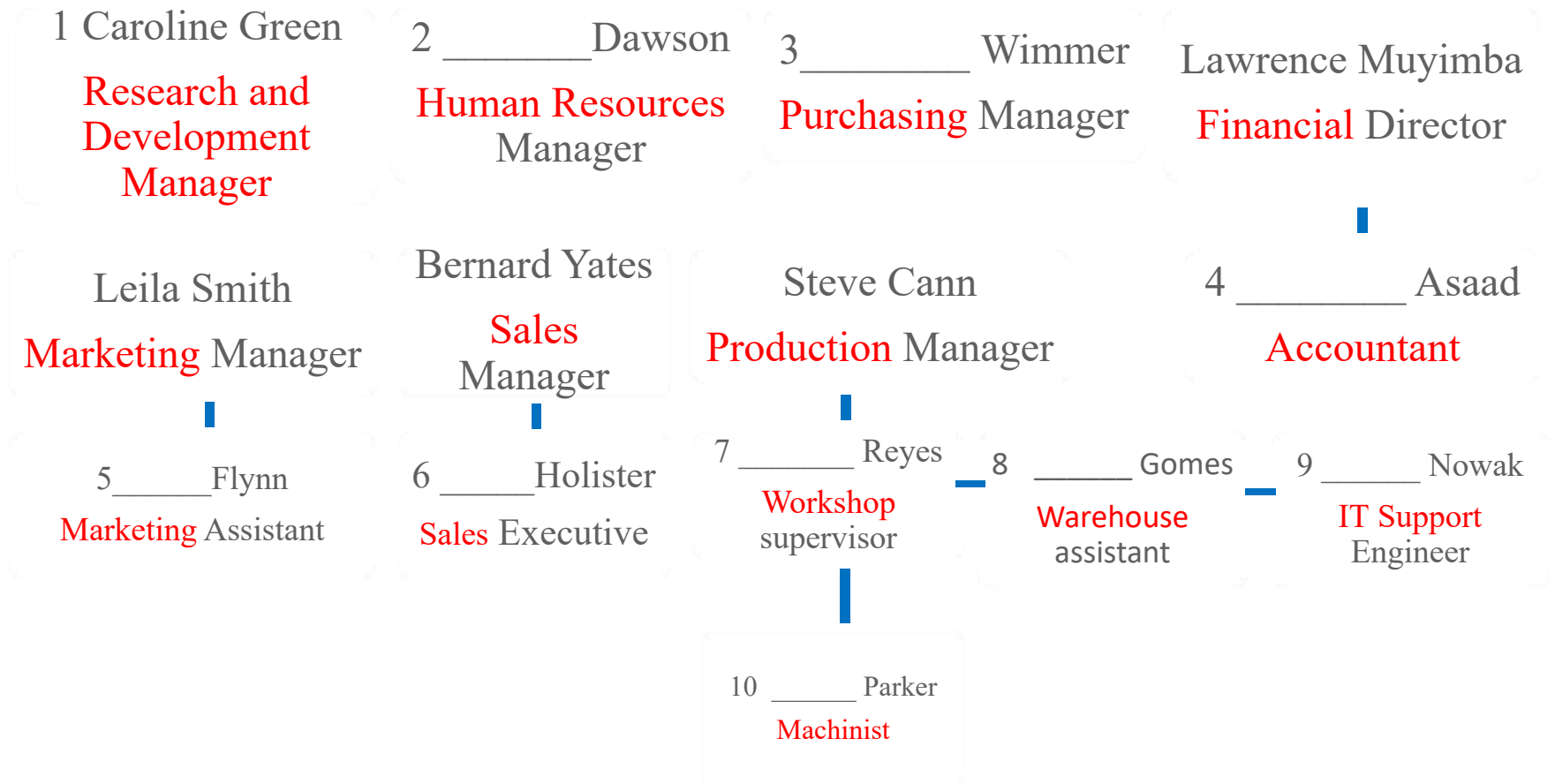
作答

job profile



- ✍ Name: Tom Wilson
- ✍ present position: Director of Information Technology at Transatlantic, Inc.
- ✍ present responsibility: in charge of a team of 25 people, who purchase and maintain all company IT hardware and service.

organogram



Read the introductions and write the correct first names on the organogram.



Talk about your job

My name is Caroline. My area of responsibility is finding and testing new products.

I'm John Paul. I lead the team who make our products and I'm responsible for their safety at work.

My name's Sveta. I help to make sure the company is producing what people want to buy and promote our products.

I'm Alex. I deal with our suppliers and make sure we buy equipment and materials at the best prices.

I'm Rosie. I'm responsible for recruitment and issues to do with staff welfare.

I'm Gamal. I do the bookkeeping and the payroll.

I'm Jan. I'm responsible for computer systems. I install hardware and software and fix any problems.

I'm Daniel. I meet possible new customers and give them information about our products.

My name's Ben. I operate some of the equipment for making our products.

I'm Marcelo. I unload deliveries, record stock and make sure it is stored correctly.

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key words and expressions



- ✎ find and test new products
- ✎ deal with our **suppliers**
- ✎ buy equipment and materials
- ✎ **install** hardware and software
- ✎ fix any problems
- ✎ lead the team who make our products
- ✎ **recruitment** and **issues** to do with staff **welfare**
- ✎ give them information about our products
- ✎ produce what people want to buy
- ✎ **promote** our products
- ✎ do the **bookkeeping** and the **payroll**
- ✎ operate some of the equipment
- ✎ **unload deliveries**, record **stock**

Write down words or phrases that help you locate information in the organogram.

Human resources [填空1] [填空2]

Purchase [填空3] [填空4]

Market [填空5]

Accounting [填空6] [填空7]

IT support [填空8] [填空9]

Warehouse [填空10] [填空11] [填空12]

Workshop [填空13] [填空14]

Machinist [填空15]

Sales [填空16]

Questions for you to think about



01

Do you know anyone who does any of the jobs in this organogram?

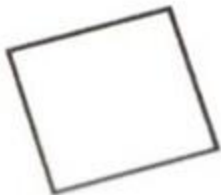
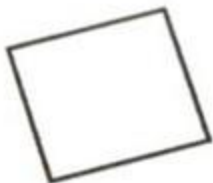
02

Which do you think is the most difficult job to do?

Culture tips-Company structure



- ✍ Many companies, regardless of industry, undertake activities across the same areas (*research and development, marketing, production, sales, customer services etc*) .
- ✍ A traditional hierarchical and bureaucratic company is normally given strategic direction by the **board of directors**. The board is headed by the **chairperson** (UK) / **president** (US), but operations are headed by the **chief executive officer (CEO)**, sometimes known in the UK as the **managing director (MD)**. Directors normally head the functions within the company (eg HR director, finance director) and managers lead the departments within a function.
- ✍ In small and medium- sized enterprises and in entrepreneurial businesses, the structure may differ. They may have relatively few layers of management, ie a flattened structure, which can benefit the company by increasing employee empowerment, participation and efficiency.



Vocabulary

Company departments



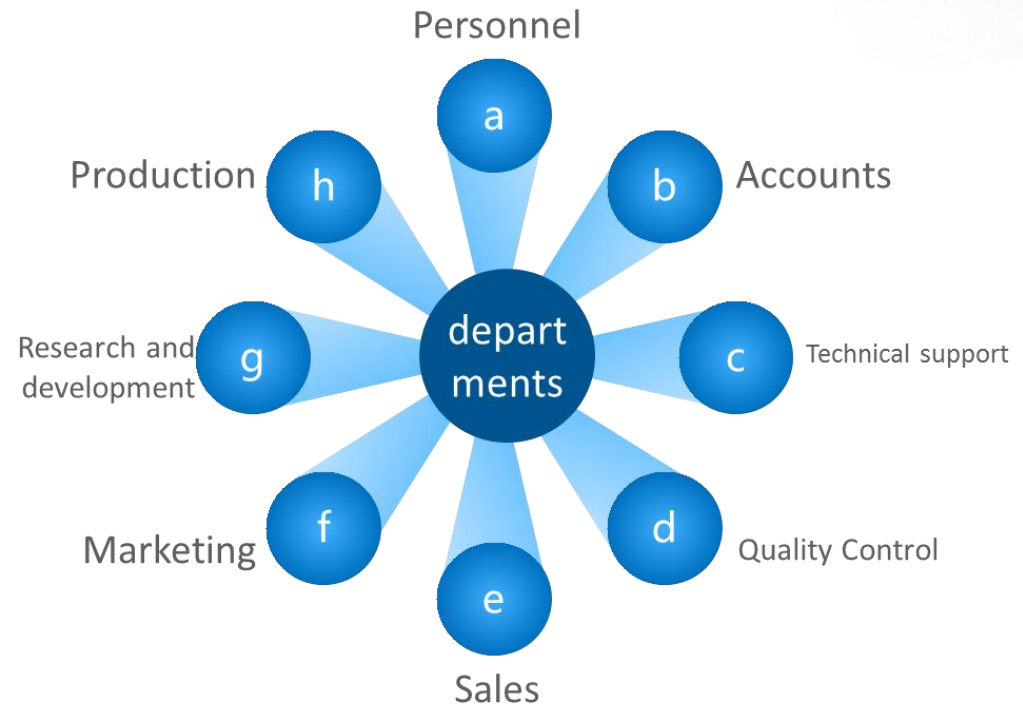
Look at the list of company departments (a-h) and read situations (1-6) . Decide **which department** each person should **ask to speak to** when phoning the company.

There are **two more** departments than you need.

Company departments



- a Personnel
- b Accounts
- c Technical support
- d Quality Control
- e Sales
- f Marketing
- g Research and development
- h Production





- ✍ 1 Mr Mitchell is a marketing executive who has received several **complaints** from customers about **faulty** goods.
- ✍ 2 Mr Davies is a consultant who thinks he has not been **paid** for an **invoice**.
- ✍ 3 Mr Ivanov has just received the results of some **laboratory** tests on a possible new product. .
- ✍ 4 Ms Santoro is a sales executive who is interested in **working for** the company.
- ✍ 5 Ms Evans works in the company as a secretary and she has a **problem** with her **computer**.
- ✍ 6 Mr Chen is a retailer who is interested in **stocking** the company's **products**.

Key words

 complaints

 faulty

 consultant

 invoice

 laboratory

 retailer

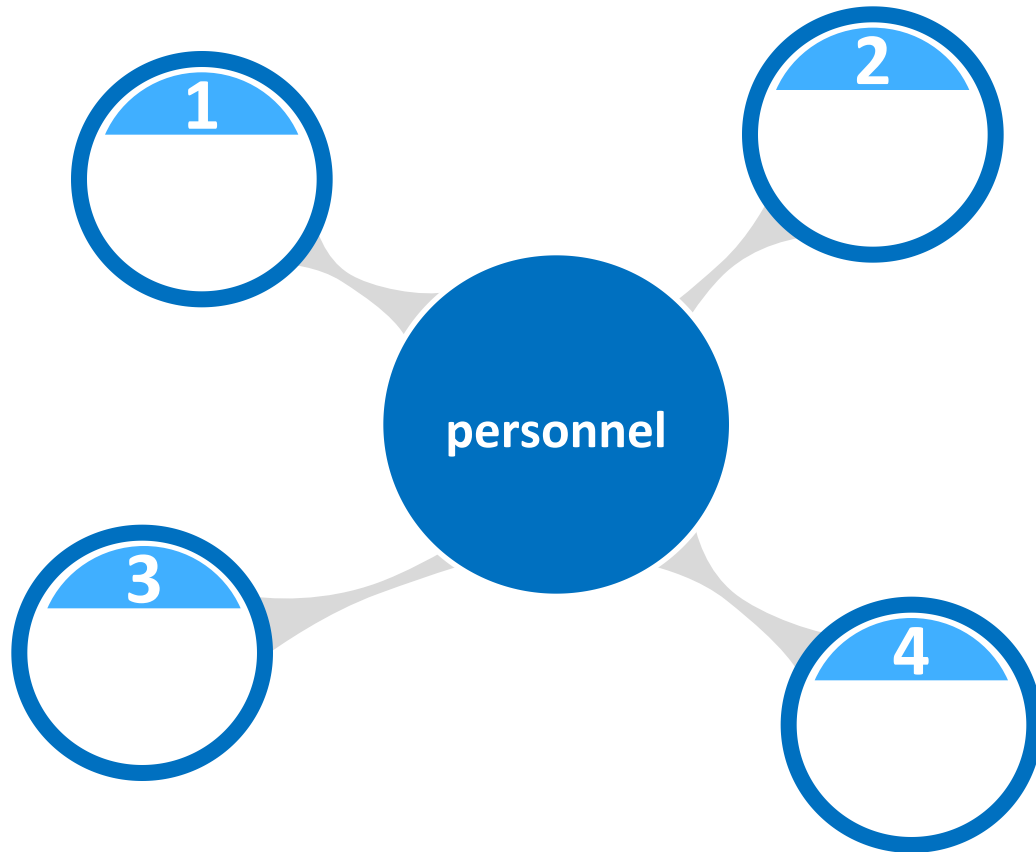
 stock



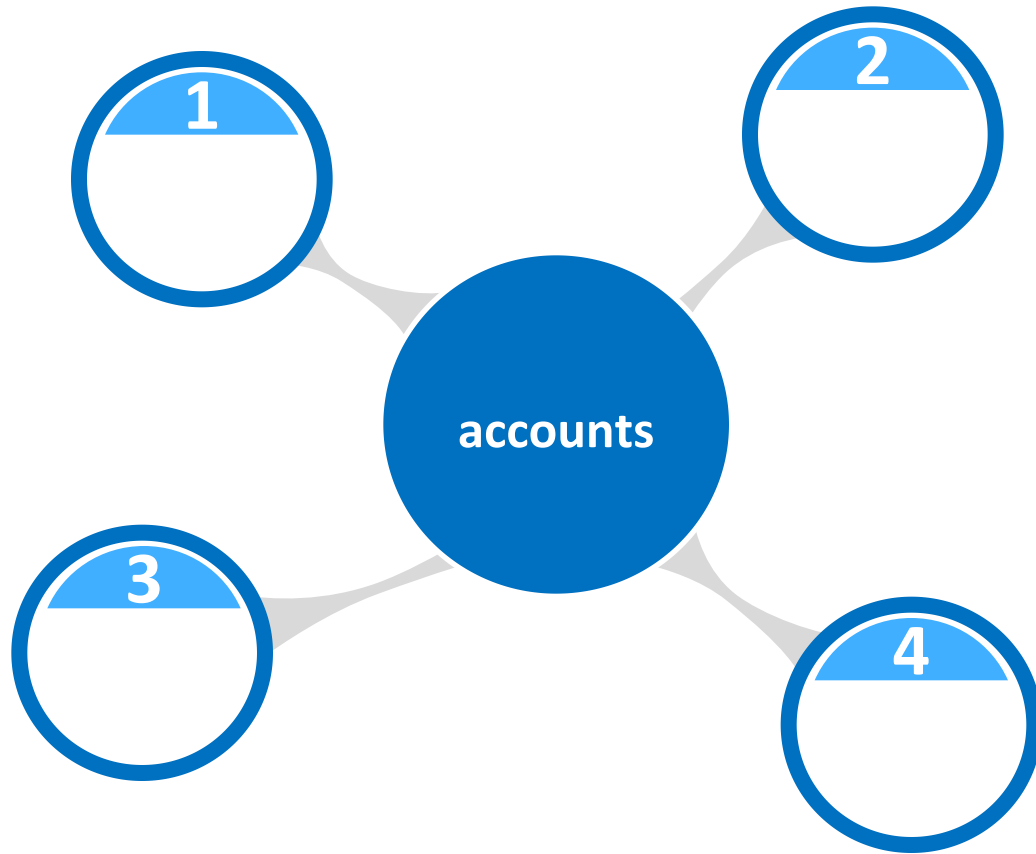


Bookkeeping,
consumer,
expenditure,
human resources,
mail order,
payroll,
recruitment,
retail outlet,
salary,
staff,
wholesale,
workforce

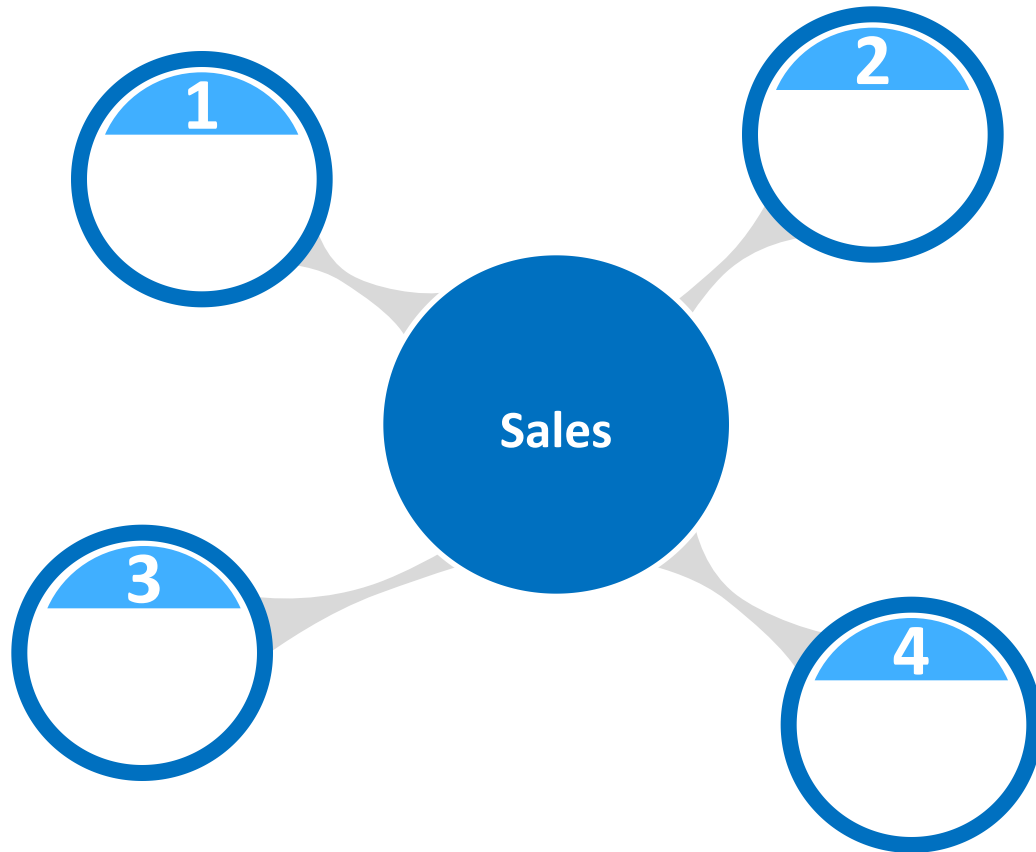
Make three word diagrams



Make three word diagrams



Make three word diagrams



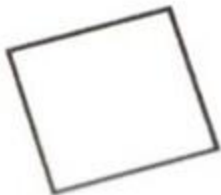
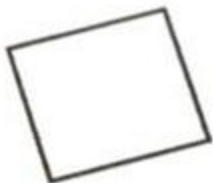
Choose the best verbs from the box to make common **verb-noun pairs**.

a. pay	b. install	c. book	d. lead
e. look up	f. run	g. recruit	h. work on

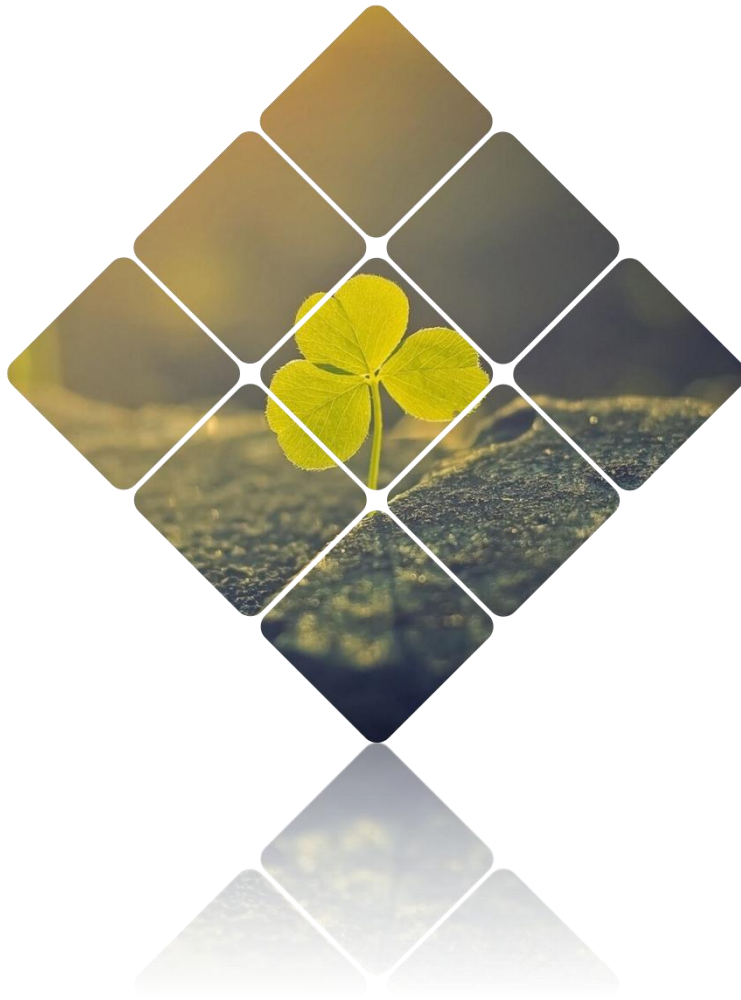
- | | |
|----------------------|--------------------------|
| (1) [填空1] a business | (2) [填空2] ...information |
| (3) [填空3] a flight | (4) [填空4] a team |
| (5) [填空5] Software | (6) [填空6] a project |
| (7) [填空7] an invoice | (8) [填空8] staff |

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作答



Listening
Personal assistants

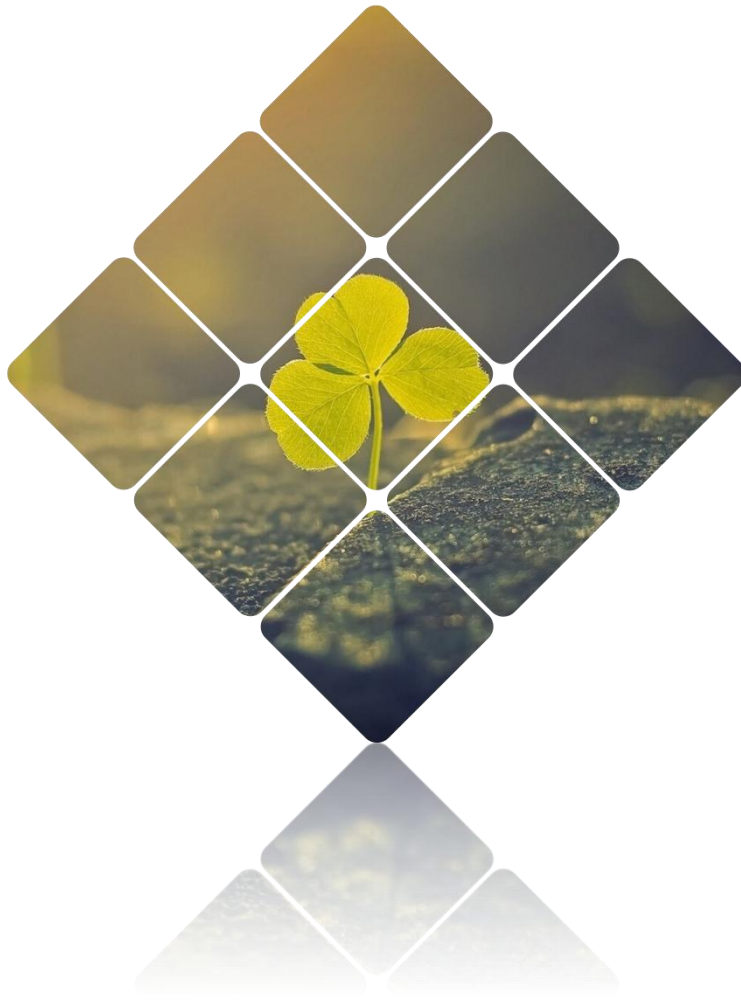


You are going to hear a conversation with a **PA (personal assistant)** who works for the director of a TV channel. Work in pairs and decide which of the following activities could be part of her job.

Which of the following activities could be part of her job?



- answering letters
- booking flights
- booking train tickets
- co-ordinating special events
- looking up information
- making coffee
- **prioritising** appointments
- taking notes in meetings
- taking phone calls
- welcoming visitors



Listen to the first part
of the interview.

Which of the above
activities does she
mention?

Which of the above activities does she mention?



- A
- B
- C
- D
- E
- F
- G
- H
- I
- J

- answering letters
- booking flights
- booking train tickets
- co-ordinating** special events
- looking up information
- making coffee
- prioritising** appointments
- taking notes in meetings
- taking phone calls
- welcoming visitors

提交



- ✍ **The first thing** I do when I get to work is...(introduce the reason why I do so)
- ✍ **I'm in charge of ...**
- ✍ (introduce the reason why I do so), **so** I end up doing ...
- ✍ **And when..., it's my job to**
- ✍ A lot of the rest is like...
- ✍ I do...and ...
- ✍ **And I'm responsible for doing...**

Listen to the whole interview and complete the interviewer's questions:



- 1 So what [填空1] [填空2] [填空3] , Sally?
- 2 What [填空4] [填空5] [填空6] ?
- 3 Do you [填空7] your job?
- 4 [填空8] [填空9] the people you work with?

Complete the following statements with the correct adjective from the box.



busy

friendly

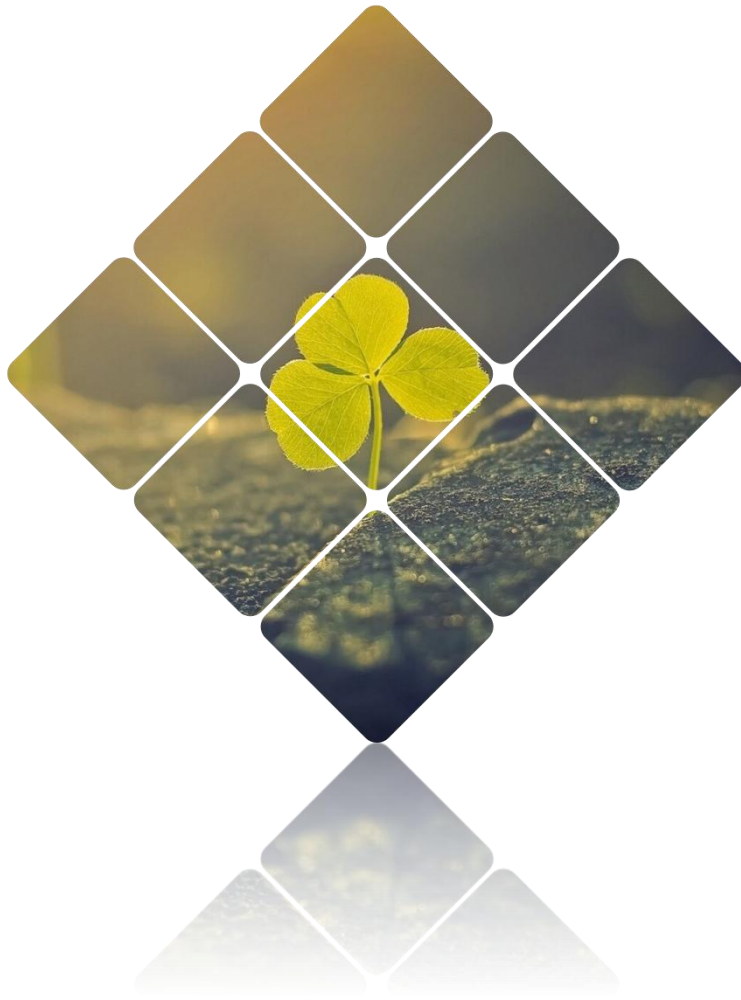
helpful

organised

reliable


stressful

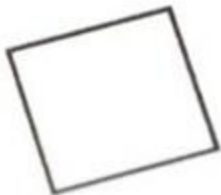
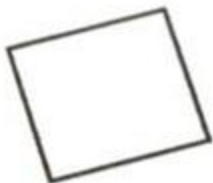
- 1 Sally's workplace is always very. ..busy.
- 2 According to Sally, it is important for a PA to be _____.
- 3 Sometimes the job can get _____.
- 4 She thinks her colleagues are very _____.
- 5 Sally's boss thinks she is _____.



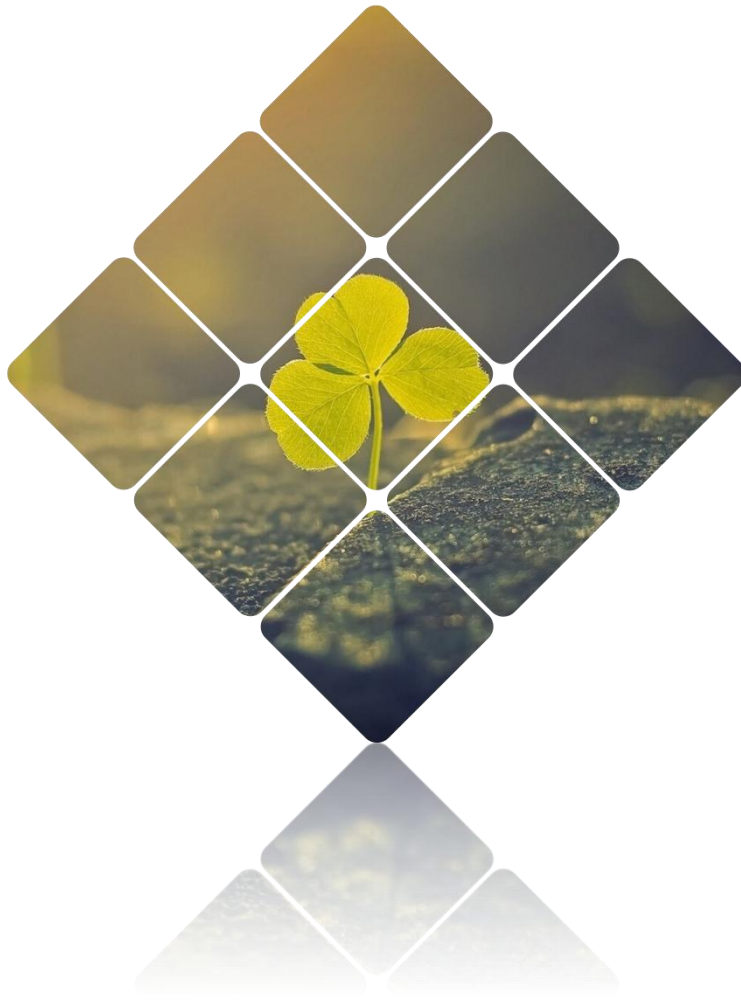
Listen to several people from the companies talking about their jobs and complete the following table.



Name 	Duties	No. of workers	Phrases used
Jeff Hynes	liaising with other companies	___ 1 ___ project managers	My job involves ...
	co-ordinating the work of project managers		
Harry Wilson	overseeing company ___ 2 ___ and ___ 3 ___	___ 4 ___ employees worldwide	___ 5 ___
Jill Black	responsible for ___ 6 ___ and ___ 7 ___ staff members	25 people	___ 9 ___
	reporting to ___ 8 ___		
	contacting new clients		
Mary Fitzsimmons	dealing with ___ 10 ___	15 staff plus ___ 11 ___ freelance writers	___ 12 ___
	sending out press releases		
	in charge of a team of freelance writers		



speaking
Describing a job

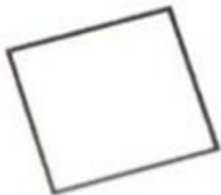


Make a list of the **responsibilities** that you have in your job. If you are not yet working, either think of another position you had (for example in a school club) ,or imagine you are doing a job from the organogram on page 10.

Work with a partner.

- ✍ Use some of the questions from the interview to ask your partner about his/her job. Tell your partner about your responsibilities. Use the useful language to help you.





Reading

Changing places

Reality TV



Reality TV is where real people are filmed in different situations. Some reality TV programmes are set in the workplace, such as a hospital or a hotel.

Discuss these questions in small groups.



Do you know any examples of reality TV shows which show people at work? Have you seen any of them?

Read the quotes. Which opinion do you agree with? Why?

" Most people don't know what it's like to do another job. That's why reality shows like this are so interesting. "

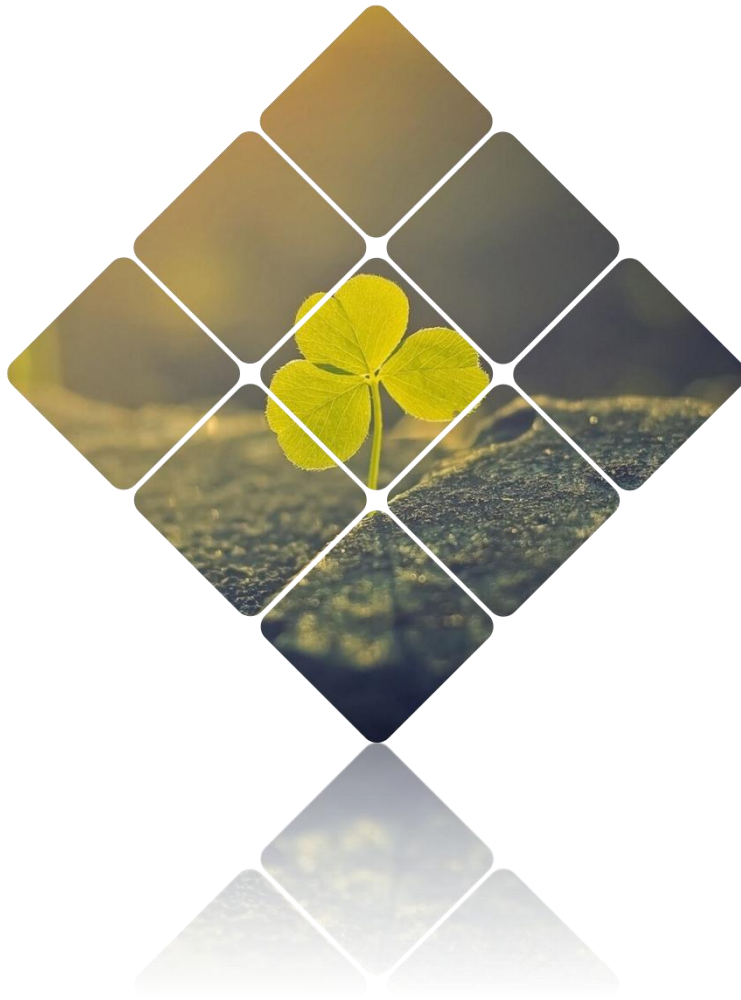
" Shows like this give people the wrong idea because they only show the interesting parts of jobs. You can't know what a job is like from just one hour of TV. "

Skim-read the text, scan it and write the paragraph numbers next to the names.

Paragraphs:

Donald Eisner [填空1], [填空2].

Alex Jennings [填空3], [填空4].



Read the text again to see if the **statements** on page 13 are true or false.

Begin by **underlining** a word or phrase in each statement you think you can find in the text.



Donald Eisner

- 1 He comes from a rich family. **T**
- 2 He can cook pancakes.
- 3 He cleans the hotel rooms to the company's required standards.
- 4 He is thinking of making a different person responsible for ordering the cleaning materials.
- 5 He would not like other senior executives to work as cooks and cleaners.

Alex Jennings

- 6 He believes quality is important in his restaurants.
- 7 He has good skills as a waiter.
- 8 He is making changes to the uniform that staff wear.



- 1 Many critics dislike reality TV shows, but one show which has **received very favourable reviews** is Changing Places. The main idea is simple. Take the Chief Executive Officer of a company and **put him in the position of** one of his own company's **low-end workers**.



- 2 Donald Eisner is the CEO of Absalon **chain of hotels** in Australia. His family have been hotel owners for three generations and are one of the richest in the Australian **hotel industry**. In the programme we see Donald Eisner working as a bellboy, cook and cleaner while supervisors monitor his performance, **noting any mistakes**. He has some **triumphs**, it is true. In the kitchen, he successfully cooks several pancakes, for example, and he **makes the beds** correctly. The rest of his housekeeping, however, is not a success as he fails to clean any rooms to the company's **required standards**. At the end of the programme we see his supervisor taking him from room to room, **pointing out his mistakes**.



3 Alex Jennings runs a highly successful chain of steak bars called Wayside Inn. He has a reputation for demanding quality from his staff, both in terms of food and service. However, when he changes places with some of them, we see him fail in a number of tasks in the restaurant. As a waiter, he continually forgets to ask customers how they want their steaks to be done, and mixes up the orders completely when he has to serve five tables at the same time. A few minutes later disaster strikes when his tie becomes caught under the drinks on a tray! The next day when he takes the place of the cook, the supervisor makes him redo several of the steaks.



4 Now that their experience is over, are the CEOs thinking of **making any changes to** their businesses? The answer is that they already have. "We **carried out** several changes like **sorting** the knives, forks and spoons to make it easier for the person who washes the dishes," says Mr Jennings. "We're also redesigning the **staff uniforms**." Mr Eisner found the experience even more of a shock. He is not only making changes in his hotels, like the **policy** on who **orders new supplies of** cleaning materials, but he also wants to create a Changing Places day at all Absalon hotels so that all **senior management** can go through a similar process to him.

Decide if the **statements** are true or false.

1.

2. [填空1]

3. [填空2]

4. [填空3]

5. [填空4]

6. [填空5]

7. [填空6]

8. [填空7]

1 What do you think of the idea of having a *Changing Places* day in your company or place of study?

2 Would it be a good idea? Why/Why not?



You use the **present simple** to talk about **habits** and things that are **always** or **usually** true.

Present simple and present continuous

You use the **present continuous** to talk about things which are true only **at the moment**, or a **process** which is **not completed**.

Write **five sentences** about things which happen or are happening at the moment in your company or place of study.

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作答

Look at the time phrases in the box. Write present simple (PS) or present continuous (PC) next to the correct time phrase.

always [填空1]

at the moment [填空4]

currently [填空7]

every month [填空10]

each year [填空13]

generally [填空2] this month [填空3]

now [填空5] today [填空6]

never [填空8] this week [填空9]

often [填空11] twice a month [填空12]


sometimes [填空14] usually [填空15]



Work in pairs
and read them to
your partner.

Ask your partner
a question about
each of their
sentences.

Business English students sometimes wrongly use a **state verb in a **continuous tense**. Read the following sentences. Decide which are incorrect and change them.**

- 
- ✎ 1 We are needing an audio system for the conference.
 - ✎ 2 Our staff are not understanding our financial position.
 - ✎ 3 They are advertising for a new sales executive at the moment.
 - ✎ 4 I can't employ him because he's having no references.
 - ✎ 5 Don't disturb Richard just now because he's doing the payroll.
 - ✎ 6 I'm thinking this new system is a big mistake.
 - ✎ 7 I'm thinking of going on holiday next week.
 - ✎ 8 Some people are still preferring to use a flipchart instead of PowerPoint.

Decide which are incorrect and change them.

- 1 We are **needing** an audio system for the conference.
- 2 Our staff are not **understanding** our financial position.
- 3 They are **advertising** for a new sales executive at the moment.
- 4 I can't **employ** him because he's **having** no references.
- 5 Don't disturb Richard just now because he's **doing** the payroll.
- 6 I'm **thinking** this new system is a big mistake.
- 7 I'm **think**ing of going on holiday next week.
- 8 Some people are still **preferring** to use a flipchart instead of PowerPoint.



Some **verbs** are **not** usually used in the **continuous** because they talk about **states**, not actions.

State verbs



✎ 'They love it' or 'They are loving it'?

✎ play

✎ Be

✎ **Emotion**: love, hate, want, need

✎ **Possession**: have, own, want, belong

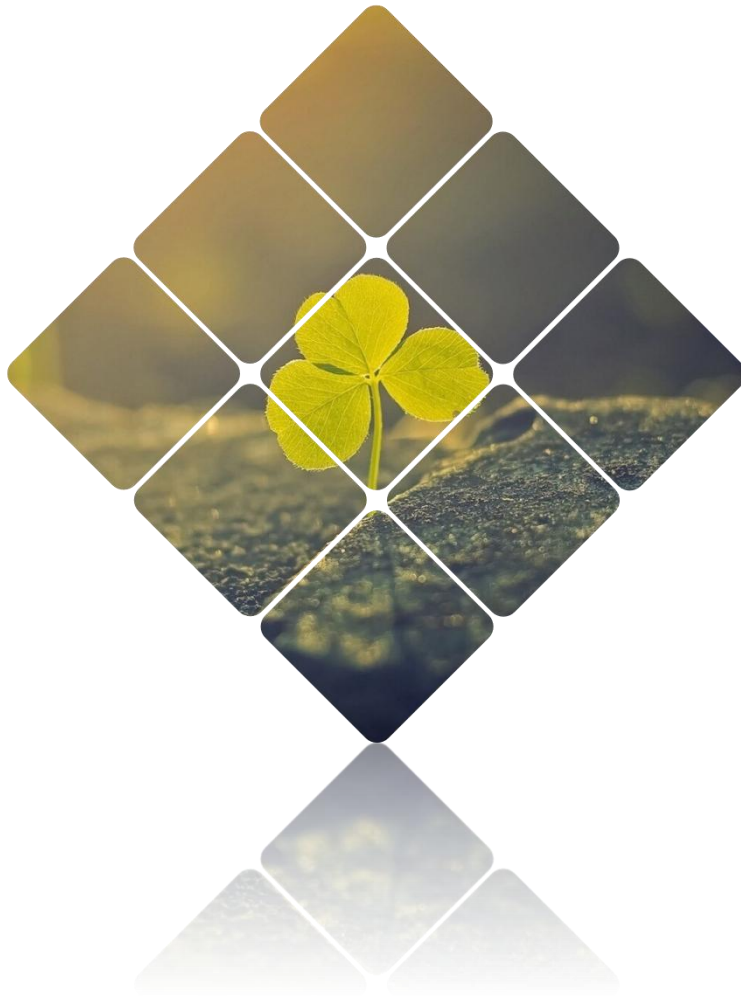
✎ **Sense**: see, hear, smell, seem

✎ **Thought**: know, believe, remember

State verbs



doubt	dislike	understand	suspect
loathe	own	belong	know
like	need	want	seem
mean	believe	forget	remember
prefer	hate	love	see



Which verb can be either a state verb or an action verb?

What is the difference in meaning?

Which verb can be either a state verb or an action verb?

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作答

State verbs



- ✍ Some words can be state verbs and action verbs.
- ✍ 'I **have** a car.' – state verb showing possession
- ✍ 'I am **having** a bath.' – action verb which, in this case, means 'taking'.
- ✍ 'I **think** you are cool.' – state verb meaning 'in my opinion'.
- ✍ 'I am **thinking** about buying a motorbike.' – action verb meaning 'considering'.

State verbs

- I am disliking garlic.
- I prefer winter to summer.
- She is reading a good book.
- I thinking about work.
- Please don't forgetting me.
- He is knowing him for a long time.

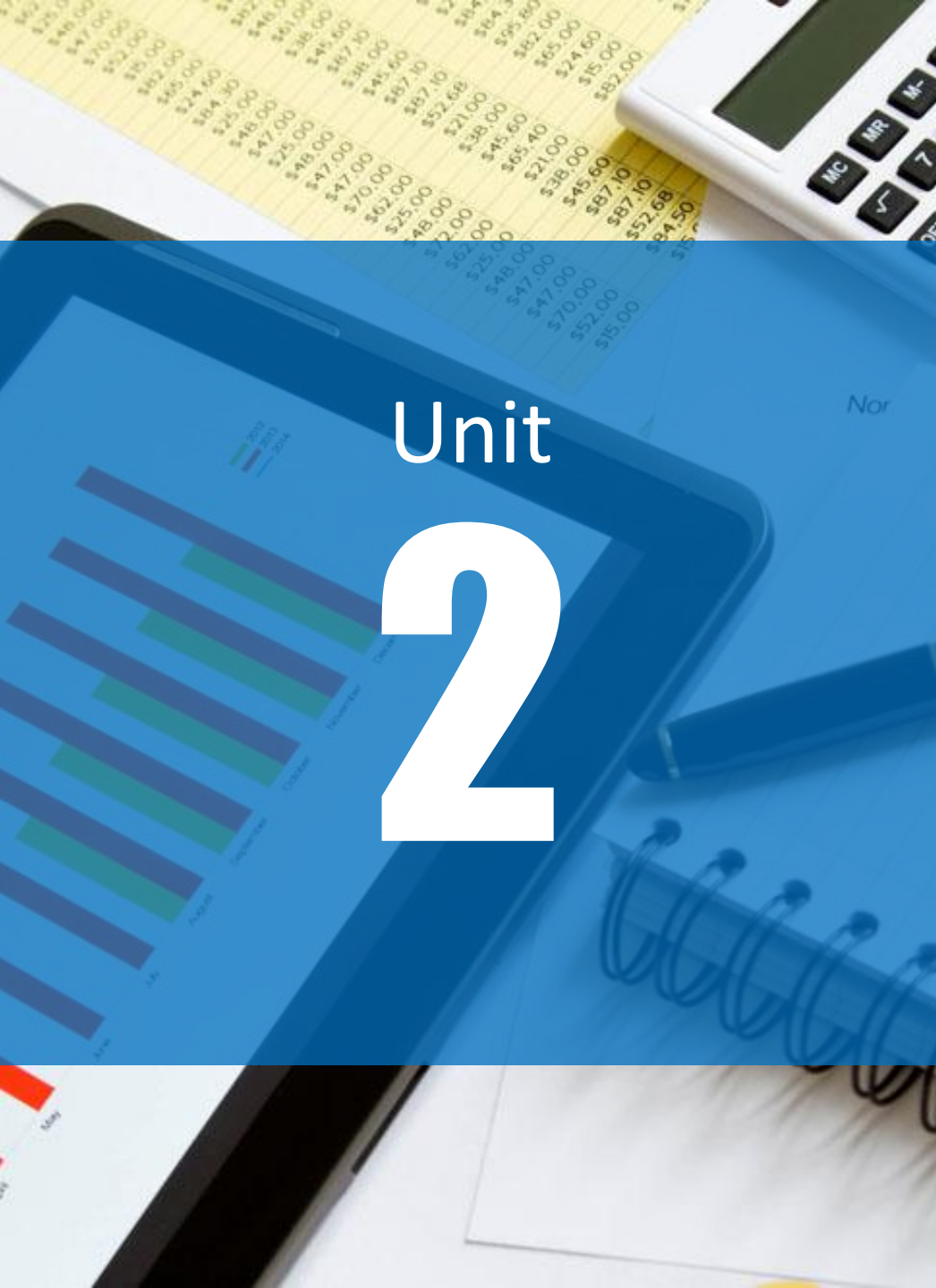
I am hate school.

- You seem tired.
- She own a cat.





Thanks!



Unit

2

Online
communication

Content

R The power of word of mouse

L Email addresses

W Set phrases for emails and letters; formal and informal styles

V Computer terms; email and website terms



How do people talk about activities done with computers or on websites?

Learning objectives

How do people write emails?



- ✍ 1 How much time do you spend on the computer for work or study? Is this amount of time increasing? Why/Why not?

- ✍ 2 Do you think you spend less or more time on the computer than your colleagues or friends?

3 Think what you have done on the computer over the past seven days. Draw a **pie chart** to show approximately what **percentage** of time you spent on the following activities:

- creating **documents**
- reading and answering emails
- finding information on the Internet
- visiting **social networking sites** like Facebook
- playing games
- watching films or TV programmes
- other

Online communication

 computers

 Emails

 Websites

 Smart phones

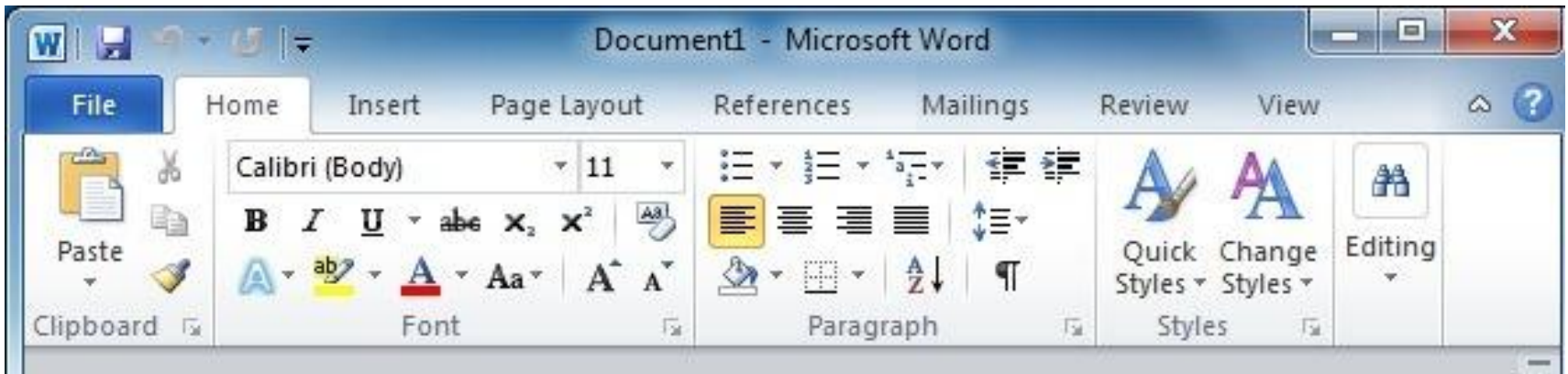
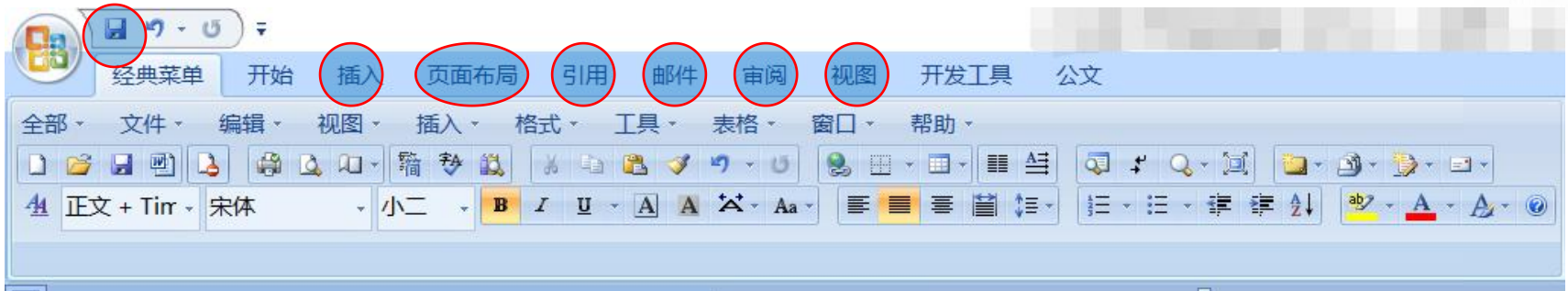


What can we do when we edit a file?

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作答

Do you know these computer icons?





Complete the definitions
with the correct verb.



browse	crash	download	drag
log on	post	restart	upload

- ✎ 1 If you _____ the Internet, you look around for information online.
- ✎ 2 If you _____ something, you move it from the Internet to your computer.
- ✎ 3 If you _____ , you start using a computer system, perhaps by typing in a password.
- ✎ 4 If you _____ the computer, you switch everything off and start it again.
- ✎ 5 If computer systems _____ , they suddenly stop working.
- ✎ 6 If you click and _____ a document, you move it to somewhere else on the system with the mouse.
- ✎ 7 If you _____ a message online, you put it on the Internet so other people can see it.
- ✎ 8 If you _____ something, you move it from your computer to the Internet or a network.

填空题 8分



1. [填空1]
2. [填空2]
3. [填空3]
4. [填空4]
5. [填空5]
6. [填空6]
7. [填空7]
8. [填空8]

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作答

browse



- ✍ A new study from Michigan State University, though, argues that all students—including high achievers—see a decline in performance when they **browse** the Internet during class for non-academic purposes.
(2018年12月六级真题 (第二套) 阅读)

crash



- ✍ Experts believe the boxes from Air France Flight 447, which **crashed** near Brazil on June 1, 2009, are in water nearly that deep, but statistics say they're still likely to turn up. (出自-2010年6月阅读原文)
- ✍ It is not the first time one of Google's famed self-driving cars has been involved in a **crash**, but it may be the first time it has caused one. (2017年6月四级真题 (第二套) 听力 Section A)

download



- ✍ Just go online or **download** an app. (出自-2013年12月阅读原文)
- ✍ And one medical program at the University of California, Irvine, gave their entire class iPads with which to **download** textbooks just last year. (出自-2013年6月阅读原文)

Log on



- ✎ You need a password to **log on** to the system.
- ✎ I couldn't **log on** and my email does not work at all.

upload



- ✎ Try this: Take a photo and **upload** it to Facebook, then after a day or so, note what the URL link to the picture is and then delete it. (出自-2010年12月听力原文)

post

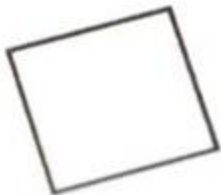
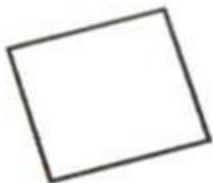


- ✍ I hate it for the **post**-dinner math it requires of me.
(出自-2016年12月阅读原文)
- ✍ The U.S. Postal Service announced today that it is considering closing about 3,700 **post** offices over the next year because of falling revenues. (出自-2016年12月听力原文)
- ✍ In August, when she first realized she had a problem, she **posted** a message on a Yahoo Internet addiction group with the subject line: “I have an Internet Addiction. (出自-2010年6月阅读原文)

Make a video of you telling your partner at least 5 things you did on the computer or the mobile phone recently.

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作答



Reading
Digital media



- ✍ I have informed him by **word of mouth**.
- ✍ These stories were transmitted by **word of mouth**.
- ✍ Xinhua said information about the opening was not publicized but was by **word of mouth**.
- ✍ The goal is their repeat business and their **word of mouth** referral to friends and colleagues.

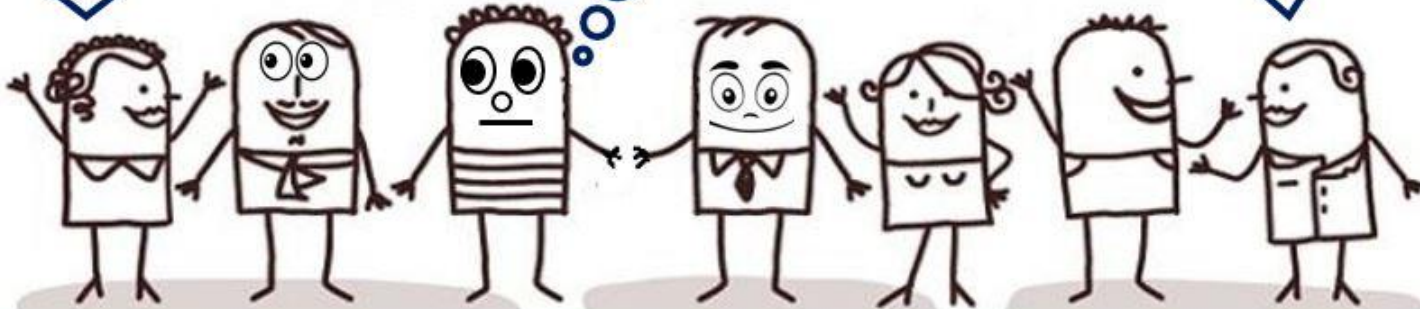
What does *word of mouth* mean in advertising?

Word of Mouth Marketing

“ABC is
super. I
love it!”

“I’m definitely
getting ABC”

“Sue loves
ABC?”



Most Powerful Sales Booster

Word of mouth



- ✍ He said many in the community were more likely to rely on **word of mouth** and social media than official sources. (*Los Angeles Times Sep 12, 2020*)

- ✍ The news of the cases was spread by **word of mouth** rather than official channels, said high school teacher Eric Rodriguez. (*Washington Post Sep 8, 2020*)

Word of mouse



What do you think “word of mouse” means?

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作答

双关语 (pun)



- ✍ 根据牛津词典的定义，双关语是一种“文字游戏” (a play on words)，就是用一词表达两种或多种含义，或是几个单词连起来读时，构成了与另一个意思相同或相似的发音，以达到幽默的效果。
- ✍ The use of a word in such a way as to suggest two or more meanings or different associations, or of two or more words of the same or nearly the same sound with different meanings, so as to produce a humorous effect.

1. 语义双关



✍ 语义双关是利用某个**词语的多义性**在特定环境下形成的双关，在字面上只有一个词语，而实际上同时含有两种不同的意义，言在此而意在彼而造成一种风趣俏皮、耐人寻味的意境，增强了语言的表达效果。

✍ 1.1 单词双关

✍ (1) Judge: Tell me why did you park your car here?

✍ Motorist: Well, there was a sign that said FINE FOR PARKING.

✍ (2) Why are movie stars cool?

✍ Because they have so many fans.

1.语义双关--1.1单词双关



- ✍ (1) Judge: Tell me why did you park your car here?
- ✍ Motorist: Well, there was a sign that said FINE FOR PARKING.

- ✍ (2) Why are movie stars cool?
- ✍ Because they have so many fans.

1.语义双关--1. 2词组双关



✍ (1) Mother: How do you like your newteacher?

✍ Mary: Not very much.

✍ Mother: Why is that?Mary: She told me to sit in the front for the present, but she didn't give me any present.

✍ (2) Which can move faster, heat or cold?

✍ Heat. Because you can catch cold.

1. 语义双关



✍ 1.3 谚语、习惯用语双关

✍ (1) What is the worst weather for mice?

✍ When it rains cats and dogs.

✍ 1.4 仿拟双关

✍ Where there is a way, there is Toyota.

✍ One man's disaster is another man's delight! The sale is now on.

✍ 1.5 延伸双关

✍ Which is the longest word in English?

✍ Smiles.



✍ 2013年，在凯特王妃顺利产下小王子的消息传出以后，《太阳报》将其网站及第二天报纸上的报名从 *The Sun* 改成了 *The Son*。

Do you know any websites where people post opinions online? Have you ever posted an opinion online?

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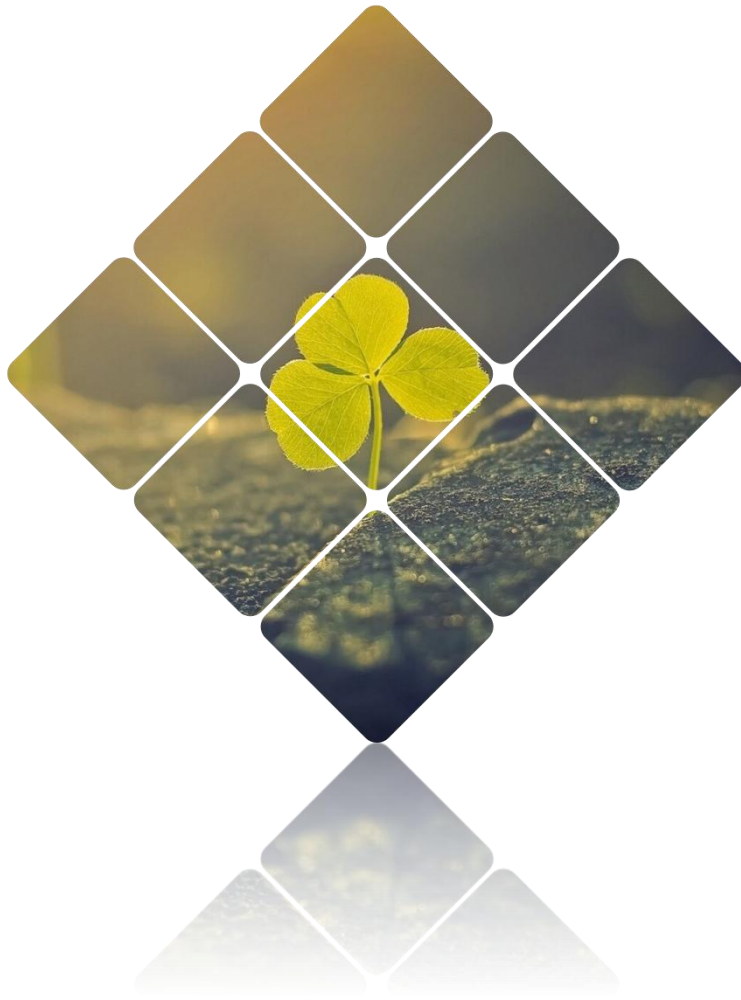
作答

Do you look at online opinions before making a purchase (for example, before booking a hotel) ? How much do they influence you?

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作答

Do you visit any product or service fan pages (for example on Facebook) ?



Scan the article for each of the **names** in the box.

Then match each name with the correct sentence (1-5) below.

There is one name you do not need.



a. Adam Brimo	b. Dave Carroll	c. Hugh Bainbridge
the Nielsen Company	d. Paul Patterson	e. United Airlines

- ✎ 1 The Nielsen Company did research into different forms of marketing.
- ✎ 2 _____ possibly caused a company's share price to fall.
- ✎ 3 _____ believes that the rules for dealing with unhappy customers have not changed.
- ✎ 4 _____ made a chief executive aware of his grievances by writing about them on a website.
- ✎ 5 _____ suffered an unexpected crisis because of an online video.

Share price



- ✍ For some months the **share price** remained fairly static.
- ✍ Analysts expect the **share price** to remain buoyant.
- ✍ The **share price** is likely to leap upwards.

aware



- ✍ Kodak is an example of a firm that **was** very much **aware that** they had to adapt, and spent a lot of money trying to do so, but ultimately failed. (出自-2013年6月阅读原文)
- ✍ given the increasing concern about health care costs for the aging population, Karraker believes policymakers should **be aware of** the relationship between disease and risk of divorce. (2019年6月四级真题 (第一套) 阅读 Section C)

grievance



- ✍ A **grievance** is a complaint. It can be formal, as when an employee files a **grievance** because of unsafe working conditions, or more of an emotional matter, like a **grievance against** an old friend who betrayed you.
- ✍ But “Trump can’t help getting in his own way” by constantly raising personal **grievances** and other side issues, Murphy said. (Los Angeles Times Sep 16, 2020)

Crisis



- ✍ Across the country, 285 emergency-management teams are devoted to **crisis** control. (2019年12月四级真题 (第二套) 阅读 Section B)
- ✍ New research has found deep water reserves under the state which could help solve their drought **crisis**. (2018年12月四级真题 (第一套) 阅读 Section C)



✍ People often say that the best form of **promotion** is by 'word of mouth'. After all, people normally trust a **recommendation** from someone they know. But in today's **digital** world, consumers don't just talk to friends and family members. By **posting** their opinions online, they can reach thousands of other consumers. What's more, this is a very good way of persuading people to buy things. A recent **survey** by the Nielsen Company **revealed** that 70 per cent of consumers trust opinions they find online, which is much higher than the **figures** for other advertising media, like TV and only slightly lower than opinions of friends.

Promotion



- ✍ Salary, **promotion** and plans for the coming year will also be discussed at the meeting. (出自-2011年12月听力原文)
- ✍ Shouldering more of the workload may not earn you that **promotion**. (2017年12月四级真题 (第一套) 阅读 Section C)

digital



- ✍ **Digital** technology also makes it easier for people to co-ordinate their activities without resorting to hierarchy. (出自-2017年6月阅读原文)
- ✍ It might mean monitoring employee productivity on a **digital** leaderboard and offering prizes to the winners, or giving employees digital badges or stars for completing certain activities. (出自-2016年12月阅读原文)



✍ The bad news for companies is that **negative opinions** can go online as well as good ones. When Adam Brimo, an Australian engineering graduate, was dissatisfied with his mobile phone provider, he decided to **set up a website** to talk about his experiences. It quickly **filled up with posts** from other dissatisfied customers. In the end, the company invited him to meet their chief executive, who then **gave a public apology**. When Dave Carroll, a US musician, took a flight with United Airlines, his guitar was broken during the trip. The airline company refused to **pay for the damage**, so he wrote three songs about it and **uploaded** them on YouTube. This was a **public relations disaster** for the airline, and possibly the reason why their **share price** dropped by 10 per cent that week.

damage



- ✍ I concluded that the profit from burgers is more than offset (抵消) by the **damage** they cause in health problems and environmental harm. (出自-2015年12月阅读原文)
- ✍ Mail that was already processed in New Orleans facilities was moved to an upper floor so it would be protected from water **damage**. (2019年12月四级真题 (第二套) 阅读 Section B)
- ✍ Overconcern with being perfect can **damage** our confidence if we never achieve it. (2019年12月四级真题 (第一套) 听力 Section B)



✍ Paul Patterson, a professor of marketing, agrees that companies now **have less control over how the public view them** but points out that the way to **deal with dissatisfied customers** is the same as always. Companies just need to react faster in case a customer decides to contact other customers online. Some analysts worry that a company's **image could be damaged** by a small number of dissatisfied customers. But Hugh Bainbridge from the Australian School of Business says consumers do not believe everything they see online, and that **brands** are only damaged when a large number of customers are clearly unhappy. Instead of **seeing it as a threat**, companies should treat this **new medium** as a **useful source of customers' opinions**.

image



- ✍ Seventy percent of girls aged 10 to 18 report that they define perfect body **image** based on what they see in magazines. (出自-2016年12月阅读原文)
- ✍ As one of the most brutal predators (食肉动物), killer whales may not fit the **image** of a cultured creature. (2019年6月四级真题 (第二套) 阅读 Section A)
- ✍ Far from the traditional **image** of a culture of aggressive masculinity (阳刚), the absence of girls gives boys the chance to develop without pressure to conform to a stereotype.(出自-2011年12月阅读原文)

threat



- ✍ As artificial intelligence (AI) becomes increasingly sophisticated, there are growing concerns that robots could become a **threat**. (出自-2016年6月阅读原文)
- ✍ Dogs may have learned to detect **threat** signs from humans and respond by trying to make peace, according to researcher Sanni Somppi. (出自-2017年6月听力原文)



✍ Perhaps the biggest success story comes from Coca-Cola. In 2008, Dusty Sorg couldn't find a Coke **fan page** he could join on Facebook, so he **downloaded** a picture of a Coke can and created his own. Unexpectedly, it was **a big hit with other fans**. When Coca-Cola found out about it, they didn't try to **get control over** the page. Instead, they flew Dusty to Atlanta to meet their management team and told him to carry on the good work, with help from a few senior executives from the company. The result was a Facebook page **run by** a passionate fan and a good **PR** story for Coca-Cola. That really is a smart use of 'word of mouse'.

public relations



- ✍ Members of the teams' **public relations** staffs sat in suites outside the press box. (*Washington Post Sep 10, 2020*)
- ✍ In response to what was happening, Teen Vogue Editor-in-Chief Lindsay Peoples Wagner and **public relations** expert Sandrine Charles started the Black in Fashion Council to address these issues and hold brands accountable. (*Los Angeles Times Sep 4, 2020*)

Words and expressions



- ✎ Promotion
- ✎ Recommendation
- ✎ Post opinions
- ✎ Advertising media
- ✎ Negative opinions
- ✎ Set up
- ✎ Be Filled up with
- ✎ Give a public apology
- ✎ Pay for the damage
- ✎ Upload /download
- ✎ Public relations disaster
- ✎ Share price
- ✎ React fast
- ✎ Brand
- ✎ Threat
- ✎ A big hit

Pay for [填空1]

Set up [填空2]

Be filled up with [填空3]

Offer [填空4]

Upload [填空5]

Run [填空6]

a. A facebook page

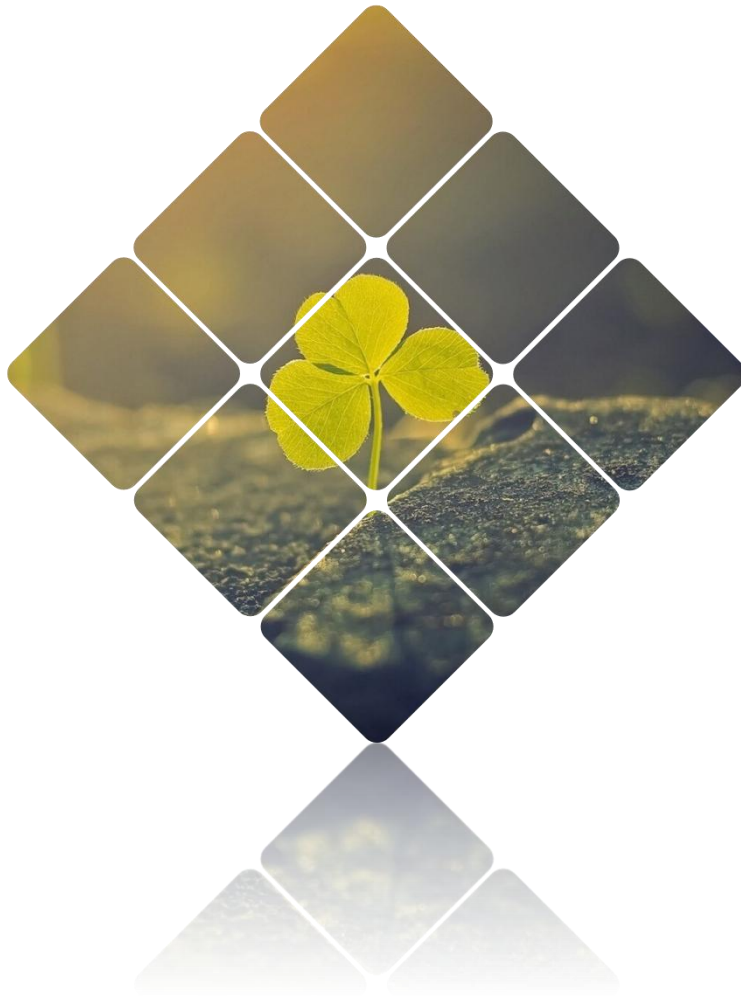
b. an apology

c. a website

d. posts

e. songs

f. the damage



Choose the correct answer,
A, B or C.

Before you answer each
question, use the
name to
decide where to look in the
text.



1 According to the Nielsen Company's research, which is most likely to make someone **buy a product**?

A a recommendation from a friend

B a recommendation posted online

C a TV advertisement

2 According to Paul Patterson, in the **digital age**, companies need to

A use different media to advertise products

B respond more quickly to customer complaints

C put satisfied customers in contact with each other



3 What does Hugh Bainbridge feel about the **effect** of online opinions?

A They give too much importance to a small number of complaints.

B They allow customers to spread wrong information about brands.

C They do not harm brands if there is no good cause for complaint.

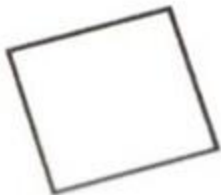
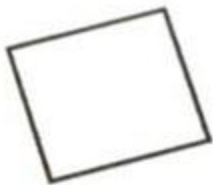
4 What point does the story about Coca-Cola **illustrate**?

A Companies have lost most of their control over their brands.

B Companies can use consumers to create online content for them.

C Companies need to monitor online content very carefully.

What do you think would be the effect of “*word of mouth*” on a company?
Share your ideas from two aspects:
the advantages and the disadvantages.



Vocabulary

Emails

If you are going to write an email to your friend, what do you need to do?

Match each symbol from a website address (1-6) with its name (a-f).

1. @ [填空1]

2. . [填空2]

3. _ [填空3]

4. - [填空4]

5. [填空5]

6. \ [填空6]

a underscore

b hyphen

c forward slash

d dot

e at

f backslash

Domains



The country code top-level domains (ccTLD)	.uk	United Kingdom
	.us	United States of America
	.ac	Ascension Island
	.au	Australia
	.ca	Canada
	.cn	People's Republic of China
	.co	Colombia
	.es	Spain España
	.eu	European Union

Domains



generic top-level domains (gTLD)	.com	commercial
	.org	organization
	.net	network
	.int	international organizations
	.edu	education
	.gov	U.S. national and state government agencies
	.mil	U.S. military

Listen to the following parts of some common email addresses. Which are said as **w**ords and which as separate **l**etters?



com [填空1]

uk [填空2]

org [填空3]

biz [填空4]

us [填空5]

ac [填空6]

co [填空7]

net [填空8]

Listen to these email addresses. Write S if the spoken and written addresses are the same and D if they are different.

1 gbrent_39@gmail.com [填空1]

2 sales@taylormills.co.es [填空2]

3 bendmurphy@hotmail.com [填空3]

4 natalieomar@blogspot.com [填空4]

5 www.glf.com\products [填空5]

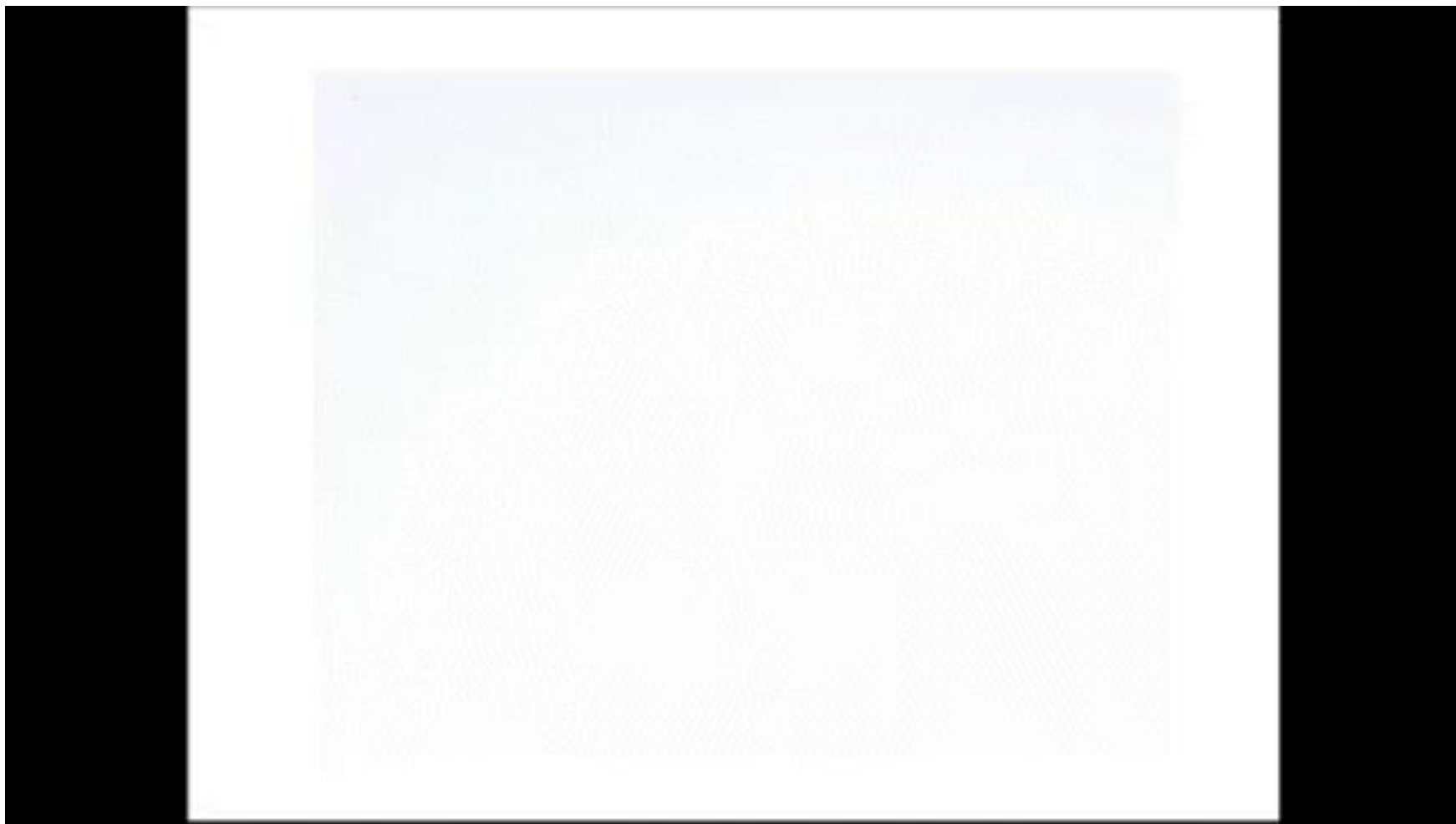
6 Mary-Ann. Perkins@copeland.org.uk [填空6]

7 www.gaskelltraining.biz [填空7]

8 s.denham@dur.ac.uk [填空8]



How to say email addresses?



Read the following email addresses.

1. freight@bimson-inc.com
2. jon_ross@iea-llc.com
3. a.smith@example.com
4. andy_smith@example.org
5. mh_adams2015@freemail.net
6. info-desk@example.co.uk

Expressions to get emails

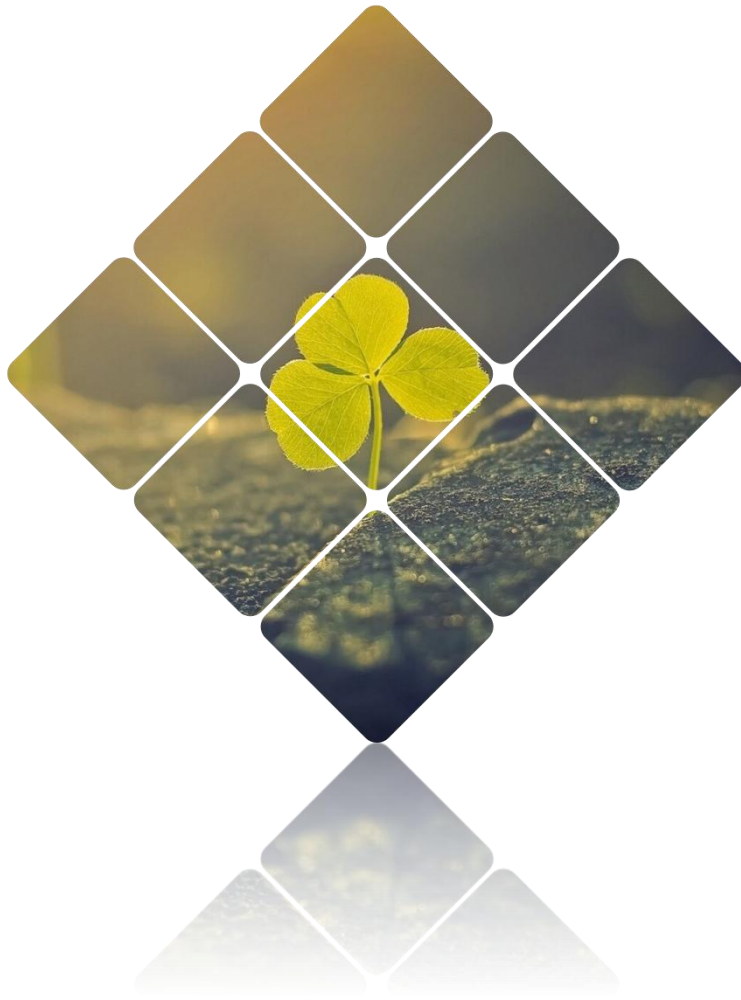


- ✍ "Can I have your email address?"
- ✍ "What is your email address?"
- ✍ "Do you have an email account?"

- ✍ "Thanks. Can I read that back to you to be sure? "

- ✍ "Can you send it to my email address?"
- ✍ "You can send it to me through email."
- ✍ "Can you email it to me?"

- ✍ "Can I email it to you?"
- ✍ "Can I send you the information through email?"



Whenever you send an email to **an account that doesn't exist**, you get an automated email saying the **mail was not delivered.**

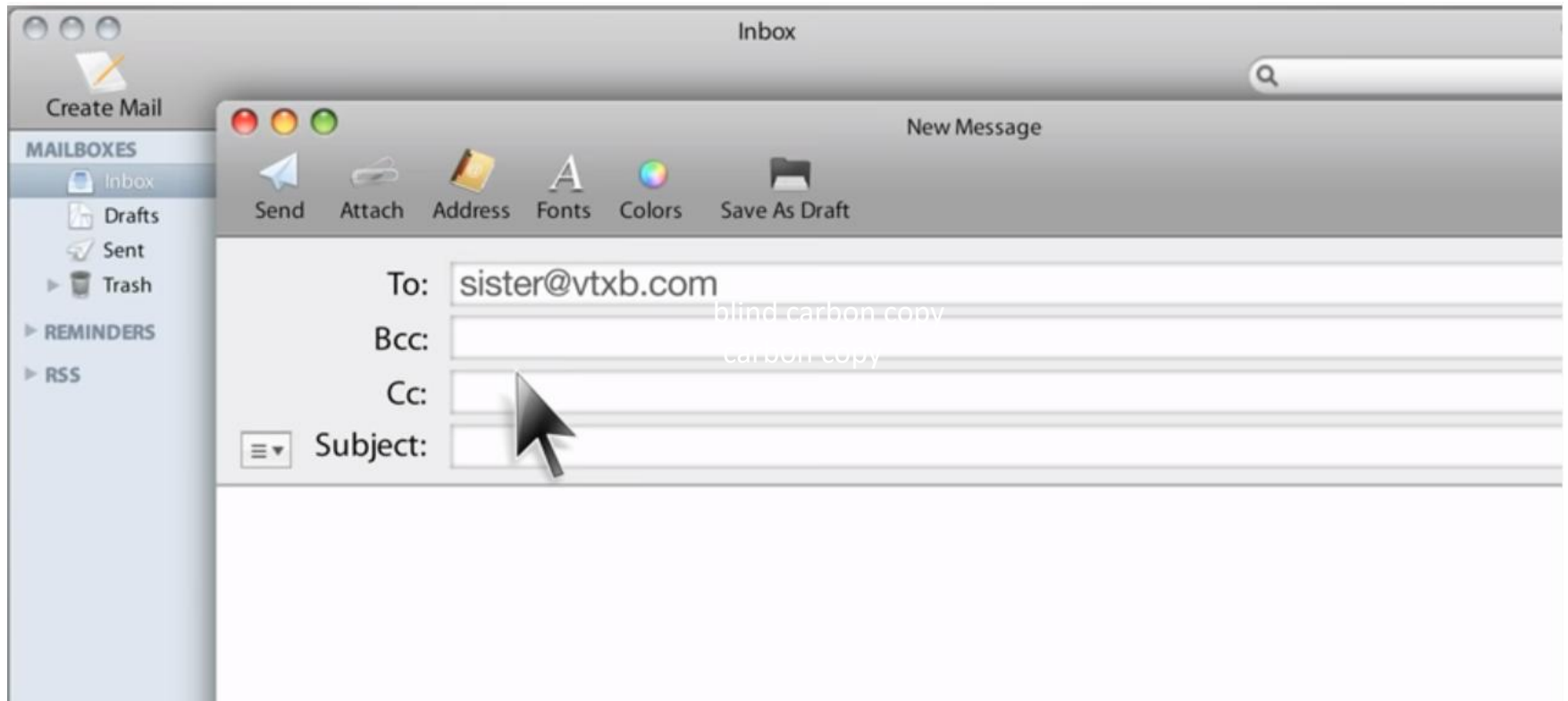
You can use these sentences if you are in this situation.



- ❑ "Can I **verify your email address**? The address I have on file appears to be incorrect."
- ❑ "I am unable to email it to you. Can you tell me your email address again?"
- ❑ "I am getting a mail saying **it is undeliverable**. I might have misspelled it. Can I double check your email address?"
- ❑ "The email address I sent it to was someone@hotmail.com. Is this correct?"
- ❑ "I sent the email to someone@hotmail.com. Didn't you get it?"
- ❑ "That's the wrong email address. My email address is someone@hotmail.net."
- ❑ "Oh... I see the problem. My email address is some1@hotmail.com"

Video a conversation between you and your classmate, exchanging email addresses and then try to verify them.

Email interface

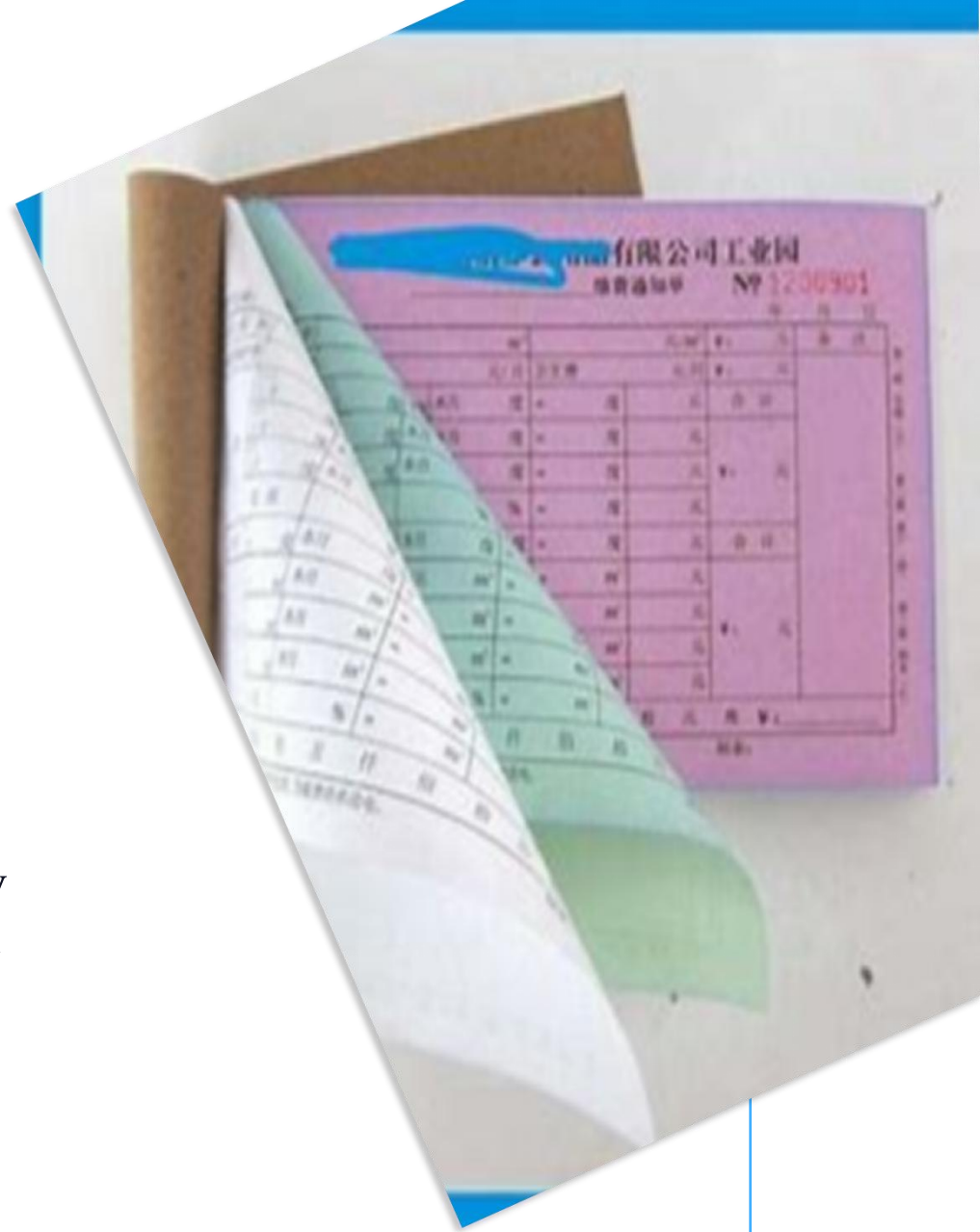


CC

CC is the abbreviation for “carbon copy.”

Back in the days before internet and email, in order to create a copy of the letter you were writing, you had to place **carbon paper** between the one you were writing on and the paper that was going to be your copy.

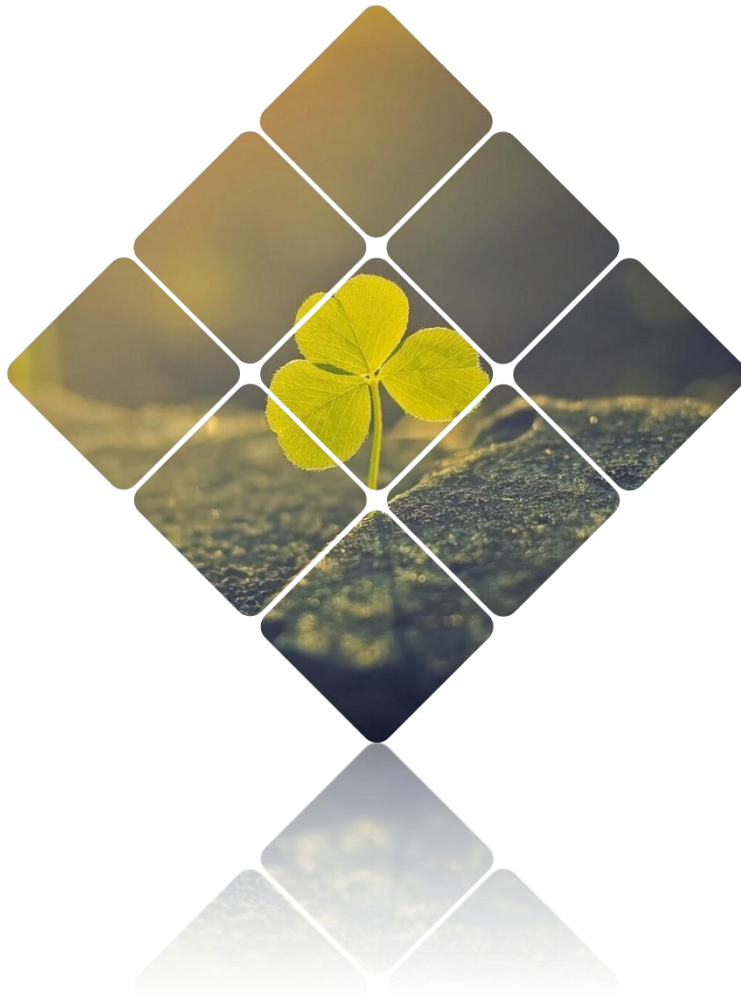
Just like the physical carbon copy above, CC is an easy way to send copies of an email to other people.



BCC

BCC stands for “blind carbon copy.” Just like CC, BCC is a way of sending copies of an email to other people. The difference between the two is that, while you can see a list of recipients when CC is used, that’s not the case with BCC. It’s called blind carbon copy because the other recipients won’t be able to see that someone else has been sent a copy of the email.





Computer technology means there are some differences between the language used in **emails** and **letters**. Read the following sentences.

Put **E** if the sentence could only be in an email, **L** if it could only be in a letter and **B** if it could be in both.

1 Nice to **hear from** you. [填空1]

2 I **attach a copy** of the relevant **form**. [填空2]

3 I **enclose** a copy of the relevant **form**. [填空3]

4 Your request was **forwarded to** me. [填空4]

5 I'm afraid I **couldn't open** the **document**. [填空5]

6 I am sorry for the **delay in replying**. [填空6]

7 I am **copying** James **in on** this message. [填空7]

8 Thank you for your message. I will be out of the office from 26 to 28 May **inclusive**. [填空8]

9 I am also sending a **hard copy**. [填空9]

10 I **look forward to your reply**. [填空10]

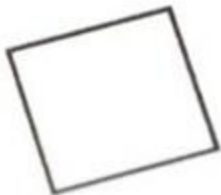
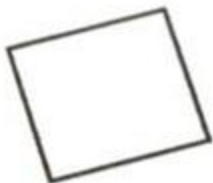
enclose



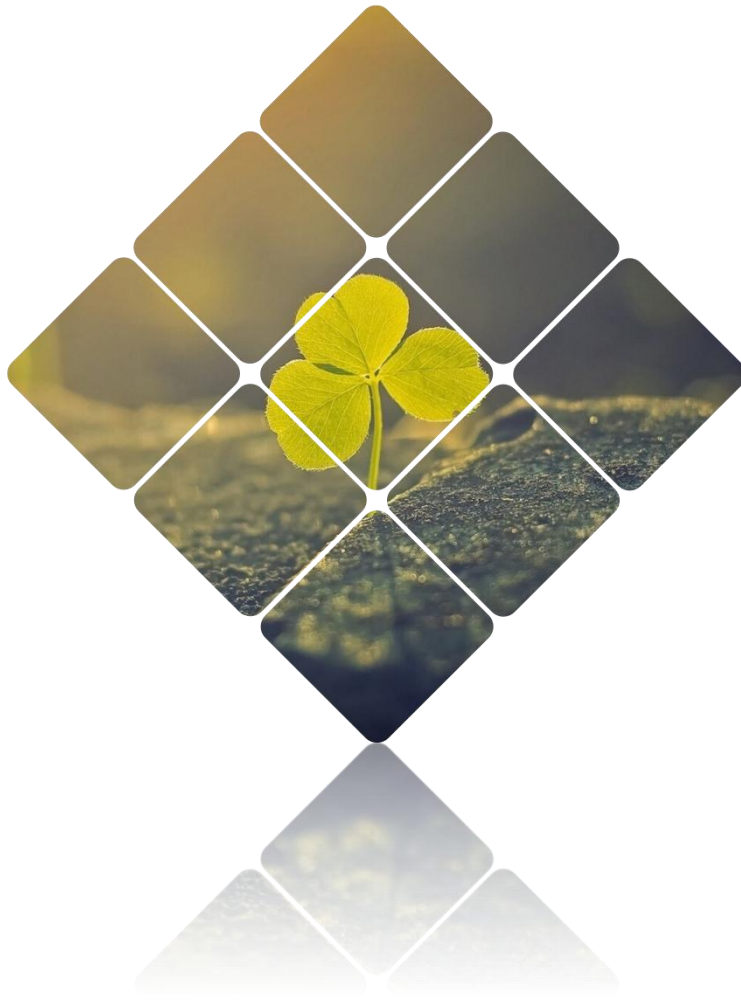
- ✍ If you would like to send a donation to Cobuild, please **enclose** a cheque with your coupon.
- ✍ Please **enclose** a stamped addressed envelope to get your test results.
- ✍ Farmers often **enclose** their land with hedges.



- ✍ You must really be looking **forward** to it. Well, yeah, around Christmas time there's only one hour of daylight, so you really looks forward to the spring. (出自-2011年12月听力原文)
- ✍ They are reportedly meeting with lawyers to see how best to take the business **forward**. (2019年6月四级真题 (第一套) 听力 Section A)
- ✍ Oh, he did? May I have his **forwarding** address, please ?
- ✍ Could you please go to the post office and **forward** my mail?



writing
emails



Emails can be written in a **formal** or an **informal** style.

Usually they are **shorter** and more like **spoken** English than letters.

Match the verbs (1-10) with the more **formal verb** (a-j) with the **same meaning**.

1 talk about [填空1]

2 ask [填空2]

3 ask for [填空3]

4 help [填空4]

5 think about [填空5]

6 get [填空6]

7 buy [填空7]

8 get together [填空8]

9 let someone know [填空9]

10 get in touch with someone [填空10]

a assist

b contact someone

c enquire

d meet

e purchase

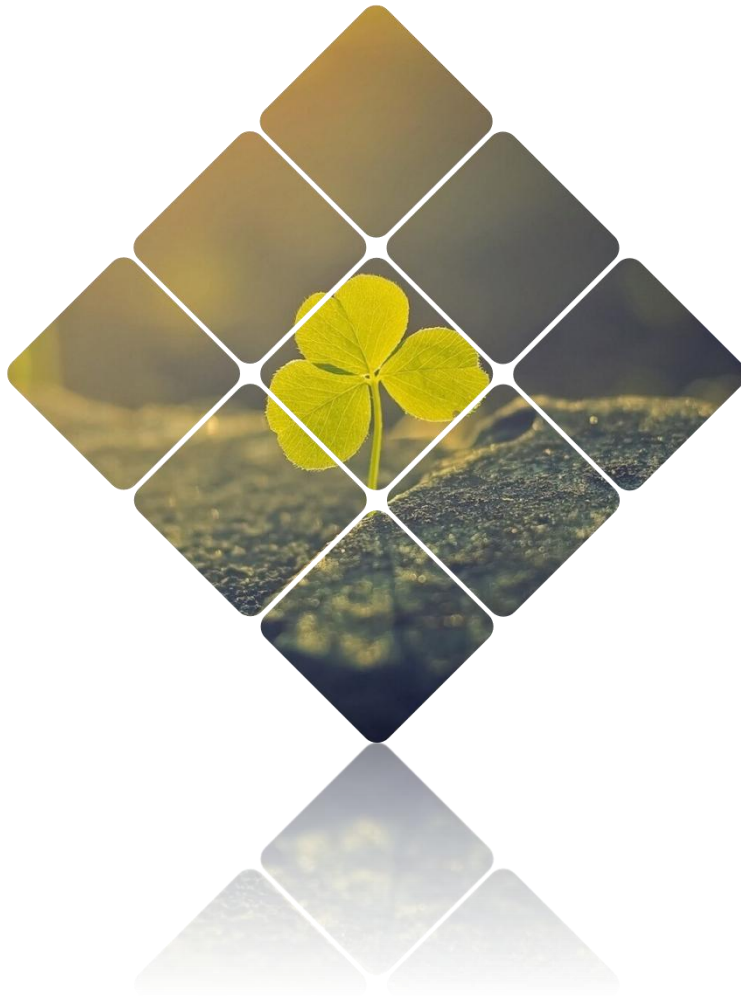
f request

g inform someone

h receive

i discuss

j consider



Look at the following ways to **begin and end emails**.

Number each list in order of **how formal** you think the beginnings and endings are.

(1=most formal; 5=least formal) .

(1=most formal; 5=least formal)

Beginnings

Dear John [填空1]

Dear Mr Green 1

Hi John [填空2]

John [填空3]

Hello John [填空4]

beginnings



Formal	Informal
Dear Sir/Madam, Dear Mr/Ms Jones, To whom it may concern,	Hi Alfred, Hello Eleanor, Dear Jasmine, Hello, Hi Ryan, Ryan,

(1=most formal; 5=least formal)

Endings

Yours sincerely 1

Best wishes [填空1]

All the best [填空2]

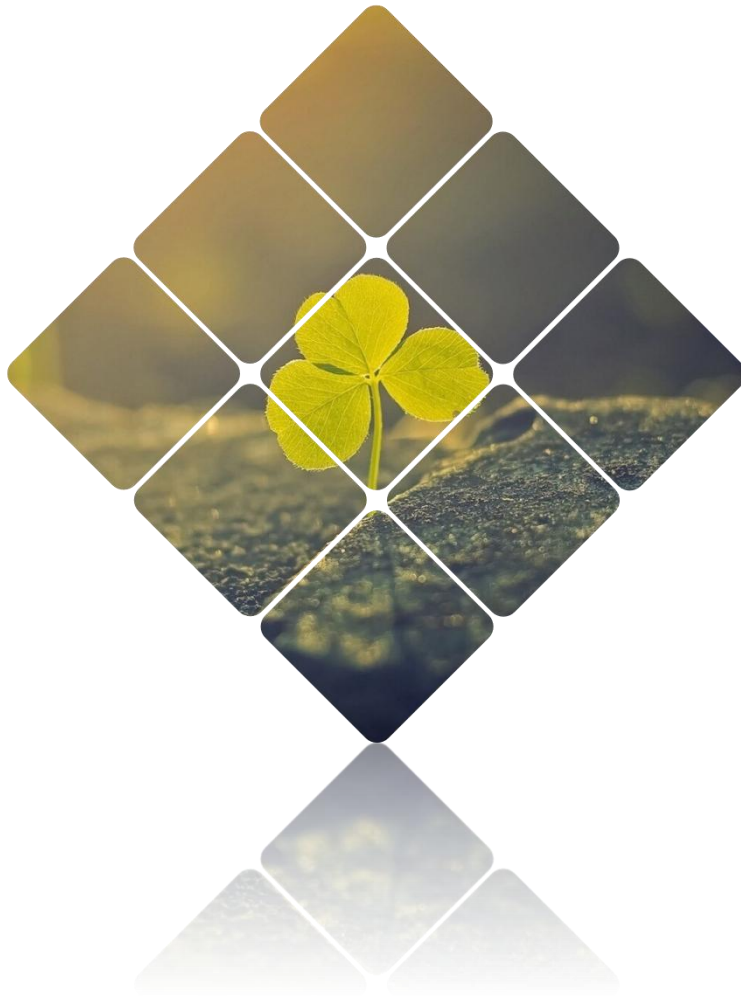
Bye for now [填空3]

Kind regards [填空4]

endings



Formal	Informal
Yours sincerely, Yours faithfully, Kind regards, Best wishes,	Thanks, Take care, Love,



Number these two lists
from 1-4, depending
on **how formal** you think
the expressions are.

(1=most formal: 4-least
formal)

(1=most formal: 4-least formal)

Requests

Could you. . . [填空1]

Can you. . . [填空2]

I would be grateful if you **could**. . . [填空3]

Please **could** you. . . [填空4]

(1=most formal: 4-least formal)

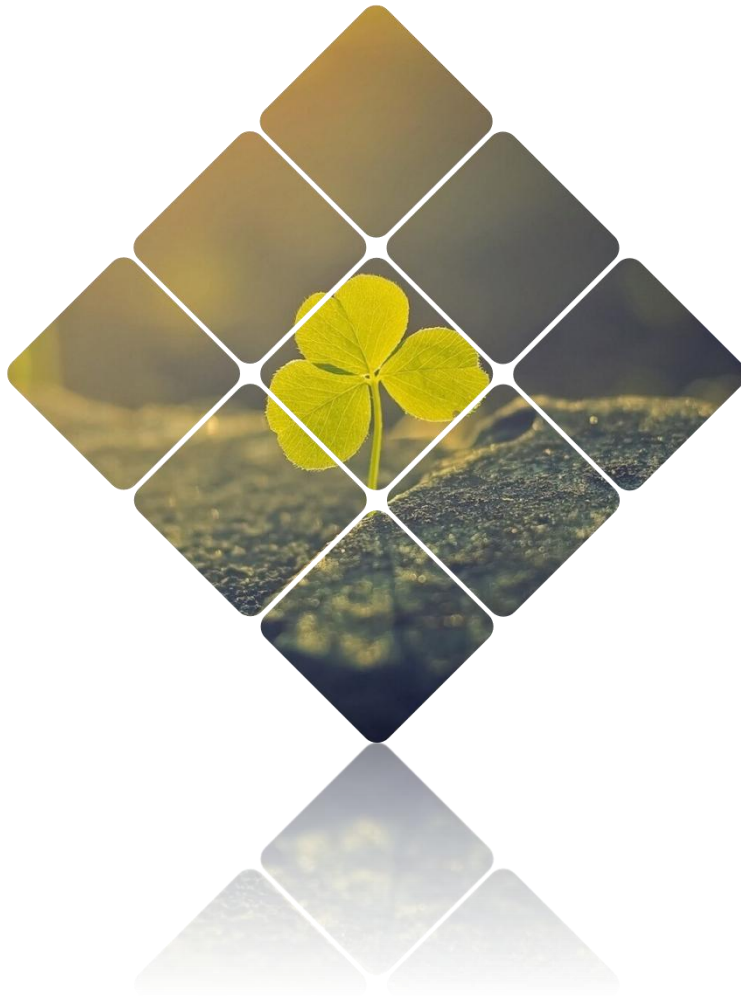
Apologies

We are **sorry** about. . . [填空1]

Sorry about. . . [填空2]

We would like to offer our sincere **apologies** for. . . [填空3]

Please accept our **apologies** for. . . [填空4]



Below are a list of **phrases** from two emails about the same meeting.

Write the **formal** and **informal** phrases with the same meaning in the table in the order they appear in the email.



1. to discuss the **schedule** for training day
2. Looking forward to your reply
3. Hi Andy
4. but I could manage the week after
5. Can we **get together** sometime
6. Susan Jackson
7. to **talk about** the schedule for training day
8. but perhaps you could suggest a suitable time for the week after
9. let me know
10. Dear Mr Morris,
11. I'm pretty **booked up** next week
12. Sue
13. I would like to **arrange** a meeting
14. My **diary is very full** for next week

Match the phrases with the same meaning. (e.g. 1,2)

1. [填空1]

2. [填空2]

3. [填空3]

4. [填空4]

5. [填空5]

6. [填空6]

7. [填空7]

Put the phrases in the order they appear in the email.

Formal	Informal
Dear Mr Morris,	Hi Andy

sample



Formal

Dear Mr Morris,

- ① I would like to arrange a meeting
- ② to discuss the schedule for training day
- ③ My diary is very full for next week
- ④ but perhaps you could suggest a suitable time for the week after
- ⑤ Looking forward to your reply

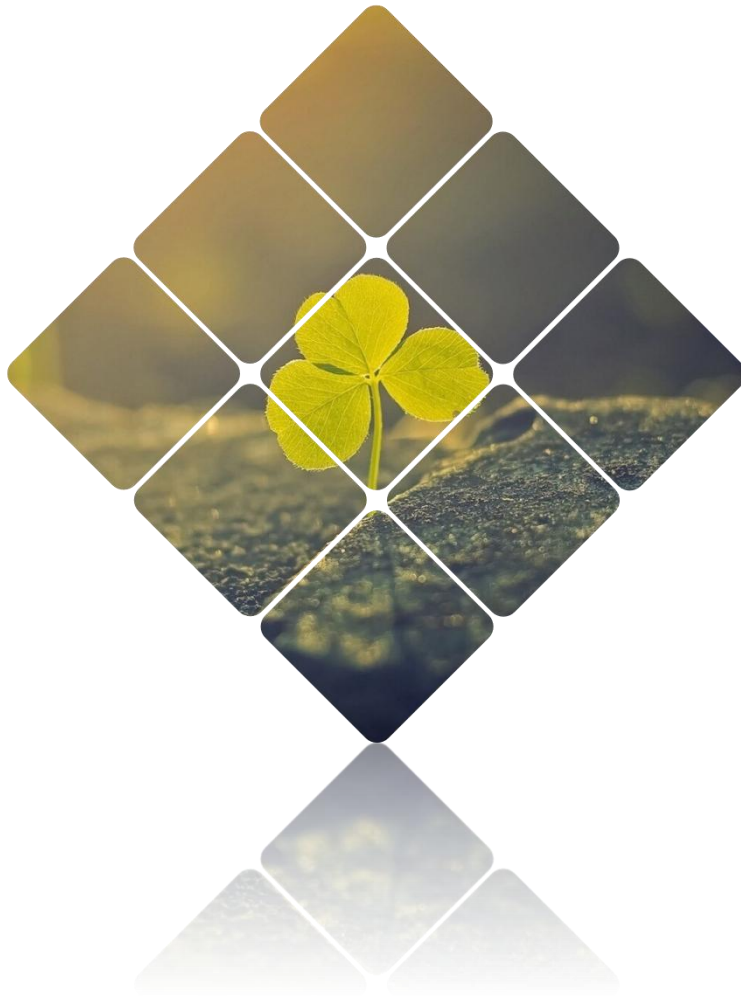
Susan Jackson

Informal

Hi Andy,

- ① Can we get together sometime
- ② to talk about the schedule for training day
- ③ I'm pretty booked up next week
- ④ but I could manage the week after
- ⑤ let me know

Sue



You have arranged a meeting with a member of **staff from another department**. Unfortunately you cannot now attend.

Write an email to your colleague



- explaining why you cannot meet
- apologizing for the change of plan
- suggesting an **alternative** day and time

You have **not worked with this person** before so keep the tone **friendly** but **formal**. Write 30-40 words.

Sample

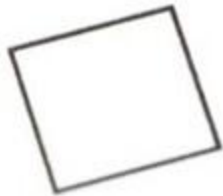
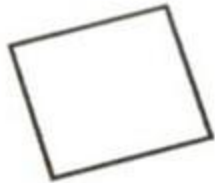


Dear James,

I'm sorry but I can't now meet at 10 o'clock tomorrow.
My manger is meeting a possible new client and wants
me to attend too. **Could you** make Thursday afternoon
instead?

Yours,

Martin



Supplementary reading

Tips and tricks for email excellence



- ✍ 言简意赅
- ✍ 专业而礼貌
- ✍ 正式通讯
- ✍ 即时通讯
- ✍ 收件人
- ✍ 吸引读者
- ✍ 保持拘谨的口吻
- ✍ 最初的邮件往来
- ✍ 采取个性化的风格



- ✍ 使用标点符号的习惯
- ✍ 感叹号
- ✍ 社交媒体
- ✍ 理解（被动）
- ✍ 别犹豫
- ✍ 有礼貌的落款
- ✍ 点击发送按钮
- ✍ 修改
- ✍ 检查
- ✍ 从... 的角度
- ✍ 显露出来

When you begin an e-mail, start with a polite opening statement that includes a salutation. (salutation 称呼)

他的音乐天分在小小年纪就显露出来。(shine through 显露)

正常使用主观题需2.0以上版本雨课堂

作答

即使手机支付已经成为支付的主要手段，还有一部分老年人保留着现金支付的习惯。

有什么不懂得及时问老师。

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作答

我今天不能参加会议，因为我要出差。

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作答

字母全部大写等于是在大喊大叫。



THANKS

The background features a collage of business-related items: a white calculator with a digital display and buttons like 'MC', 'MR', 'M-', and '7'; a tablet displaying a bar chart with blue and green bars; a blue spiral notebook; and a blue pen. A semi-transparent blue rectangle is overlaid on the left side of the image.

Unit

3

Company
growth

Content

R

Haier: an article about the history of a Chinese company

R

An article about how to think of good business ideas

L

Growing pains: an interview with a business consultant about company growth

S

Asking about the history of a company

G

Past simple: regular and irregular verbs and spelling of past simple forms

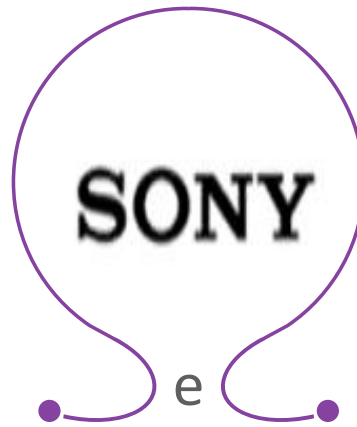


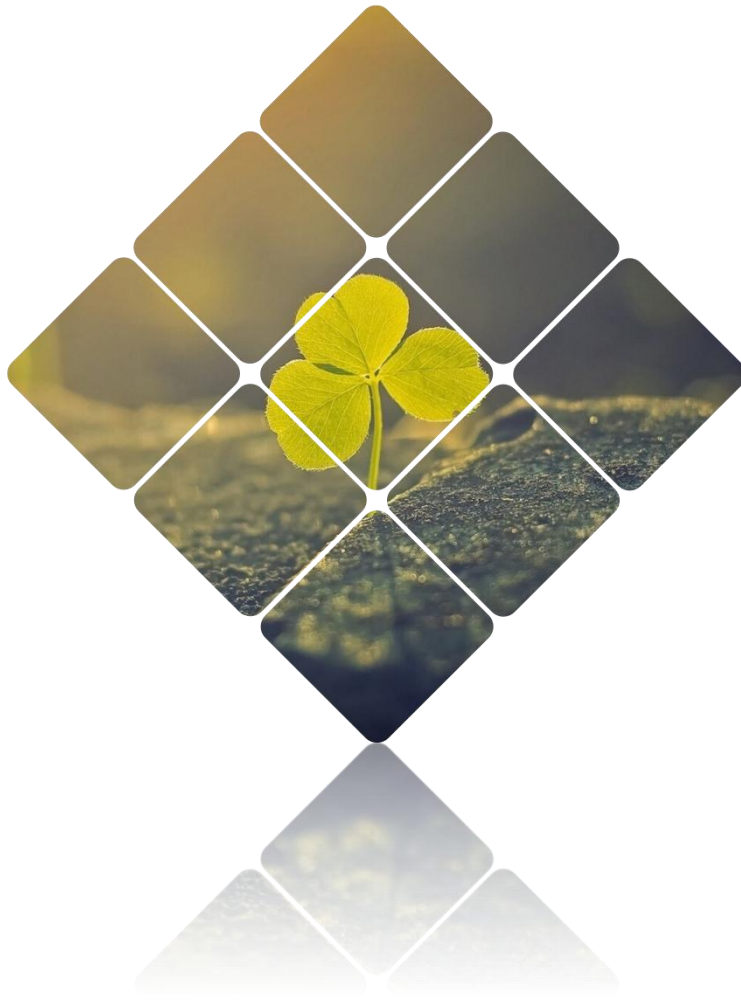
What are the problems preventing a company from growing?

Learning objectives

How can people come up with good business ideas?

How do you think these international companies began?





Match each company with a sentence.

1 Samsung began as a food trading company near the **South Korean** city of Daegu.

2 [填空1] began when a **Japanese** company that made **weaving machines** decided to set up an **automobile department**.

3 [填空2] began as a **research project** by two students at **Stanford University, California**.

4 [填空1] began just after World War II when two engineers came together and started **Tokyo** Tsushin Kogyo. Its first **commercialised** product was a "power **megaphone**".

5 [填空2] began in 1901 as a **reorganisation** of the **Detroit Automobile Company**.

6 [填空3] began when an **entrepreneur** started buying **discounted** records and selling them to stores in London.

Weave



✍ Even if I am on vacation in the mountains, I am eating food someone else has grown, living in a house someone else has built, wearing clothes someone else has **sewn** from cloth **woven** by others, using electricity someone else is **distributing** to my house. 出

自-2011年12月听力原文

automobile



- ✍ The center of American **automobile innovation** has in the past **decade** moved 2, 000 miles away. 2019年6月四级真题（第一套）阅读 Section A

commercialised



- ✍ For these reasons I think **physical books** will have a longer **existence** as a **commercial** product than some **currently predict**. 出自-2014年6月阅读原文
- ✍ While it may be common for university researchers to try their luck in the **commercial** world, there is very little traffic in the **opposite** direction. 出自-2010年12月阅读原文

entrepreneur



- ✍ We recently caught up with yoga **entrepreneur** Leah Zaccaria, who put herself through the fire of change to completely reinvent herself. 出自-2017年6月阅读原文

discounted



- ✍ It's a great opportunity to try some of the more expensive restaurants at a **discounted** price and try something new. 2018年12月四级真题 (第二套) 听力 Section B
- ✍ Also, if we both **sign up** before Friday, we can get a **discount** on a six-month **membership**.
- ✍ 2018年6月四级真题 (第一套) 听力 Section B



Company	Country	Year of start	Value
Google	US	1988	
Samsung	Korea	1969	
Ford	US	1901	
SONY	Japan		
Virgin	Britain		
Toyota	Japan	1946	

Google

Google LLC is an American multinational technology company that specializes in Internet-related services and products, which include online advertising technologies, search engine, cloud computing, software, and hardware. It is considered one of the Big Four technology companies, alongside Amazon, Apple and Facebook.



Google



1988

1998

2002

2004

2015

founded by Larry Page and Sergey Brin while they were Ph.D. students at Stanford University in California.

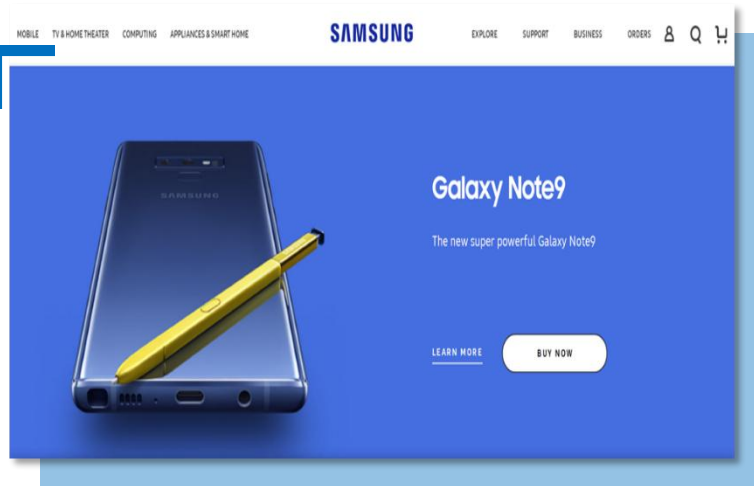
incorporated as a California privately held company.

reincorporated in Delaware on October 22.

An initial public offering (IPO) **took place**, **moved** to its headquarters in Mountain View, California, nicknamed the Googleplex.

announced plans to reorganize its various interests as a conglomerate called Alphabet Inc.

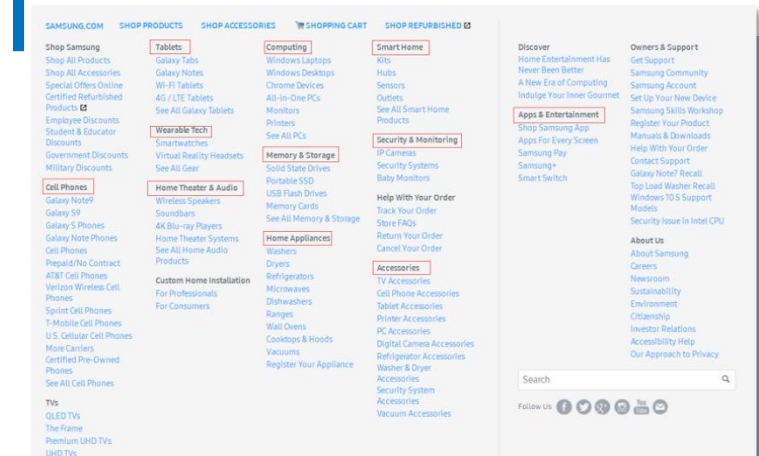
Sumsung



“ Samsung Electronics also acquired a 50 percent stake in Korea Semiconductor; further solidifying Samsung Electronics' position as a leader in semiconductor manufacturing.

“ Samsung Electronics was founded in 1969 and quickly became a major manufacturer in the Korean market.

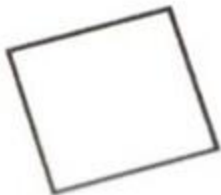
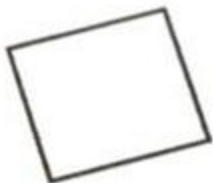
During this initial period a burst of growth came from the burgeoning home electronics business and the company began exporting its products for the first time.



Which one do you think are the most successful? Why?

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作答



Reading

Haier

What do you know about Haier?

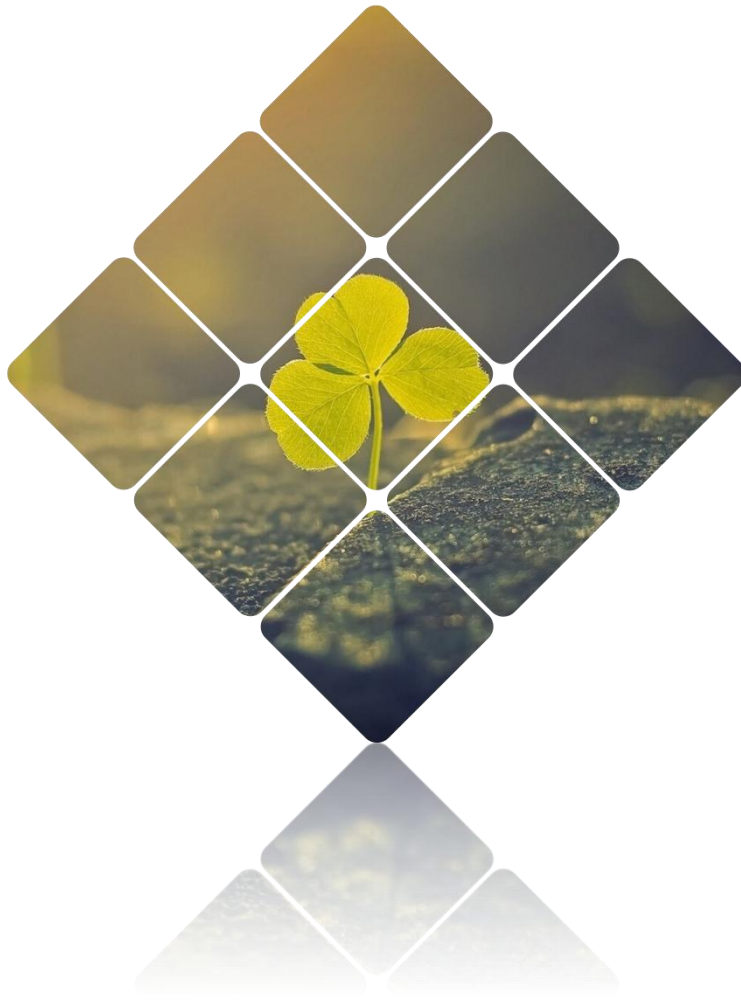
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作答

Could you name any famous state-owned or private Chinese companies?

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作答



Make sentences about a Chinese company called Haier by matching the beginning of a sentence (1-7) with the correct ending (a-g) .



1 Haier **is** a Chinese company

2 It **began** in the 1920s.....

3 In the 1950s it **became**.....

4 For the next thirty years.....

5 Then in 1984,the local government **appointed**.

6 Mr Zhang **was** a **keen** student.....

7 He **planned** to turn the company around.....

a **of** management theory and management techniques.

b **it** did not experience very high growth.

c **which** manufactures electrical appliances.

d **a** new young manager, Mr Zhang Ruimin.

e **as** a simple refrigerator factory.

f **and** make it a success.

g **a** state-owned enterprise.

appointed



- ✍ Pierre Salinger was **appointed** senator from California but subsequently lost his first election. 出自-2013年6月六级听力原文
- ✍ Working with the American Statistical Association, the journal has **appointed** seven experts to a statistics board of reviewing editors. 出自-2015年考研阅读原文
- ✍ In December of 1869, Congress **appointed** a **commission** to select a site and prepare plans and cost estimates for a new State Department Building. 出自-2018年考研阅读原文

keen



- ✍ Waiters, **keen** observers of humanity that they are, are catching on to this; in one poll, a full 30% said they didn't believe the job they did had any impact on the tips they received. 出自-2016年12月阅读原文
- ✍ I suspect that some experts in the field will be **keen to** address alternative explanations, such as unassessed variables playing a role in the well-being decline. 2019年12月六级真题（第一套）阅读 Section B

Turn around



- ✍ Do you think our housing sales will **turn around** during this year?
- ✍ She slowed down her pace, but didn't **turn around** or even look back.
- ✍ I can't reach that dish. Could you **turn around** lazy susan?

manufacture



✍ They were **profitable** to **manufacture**.

✍ 出自-2016年12月阅读原文

✍ In fact, they are less significant, but steel-related **manufacturing** still **accounts for** 44% of industrial activity.

✍ 出自-2012年6月听力原文

appliances



- ✍ Among common kitchen **appliances** used for cooking, microwaves are the most **energy efficient**, followed by a stove and finally a standard oven. 2019年12月四级真题 (第一套) 阅读 Section C
- ✍ For example, consumers could use **appliances** in a more efficient way by **adjusting** the time of cooking to the type of food. 2019年12月四级真题 (第一套) 阅读 Section C
- ✍ The number of devices you can talk to is multiplying—first it was your phone, then your car, and now you can tell your kitchen **appliances** what to do. 2019年12月六级真题 (第三套) 阅读 Section A

state-owned



- ✍ "State-owned industries will always perform poorly," John Moore informed readers.
- ✍ More than 50 state-owned companies have been sold since the early 1980s.

enterprise



- ✍ The purpose of today's lecture, as you have seen from the title and the **abstract**, is to examine in more detail the problems facing small- and medium-sized **enterprises** which **arise** at least **in part** from having to **adapt to** rapid **advances** in technology.出自-2016年12月听力原文
- ✍ Piling on higher **taxes** won't help, "If higher taxes make it more expensive to raise children," says Nicholas Eberstadt of the American **Enterprise** Institute, "people will think twice about having another child.出自-2013年12月阅读原文

1 Haier **is** a Chinese company [填空1]

2 It **began** in the 1920s [填空2]

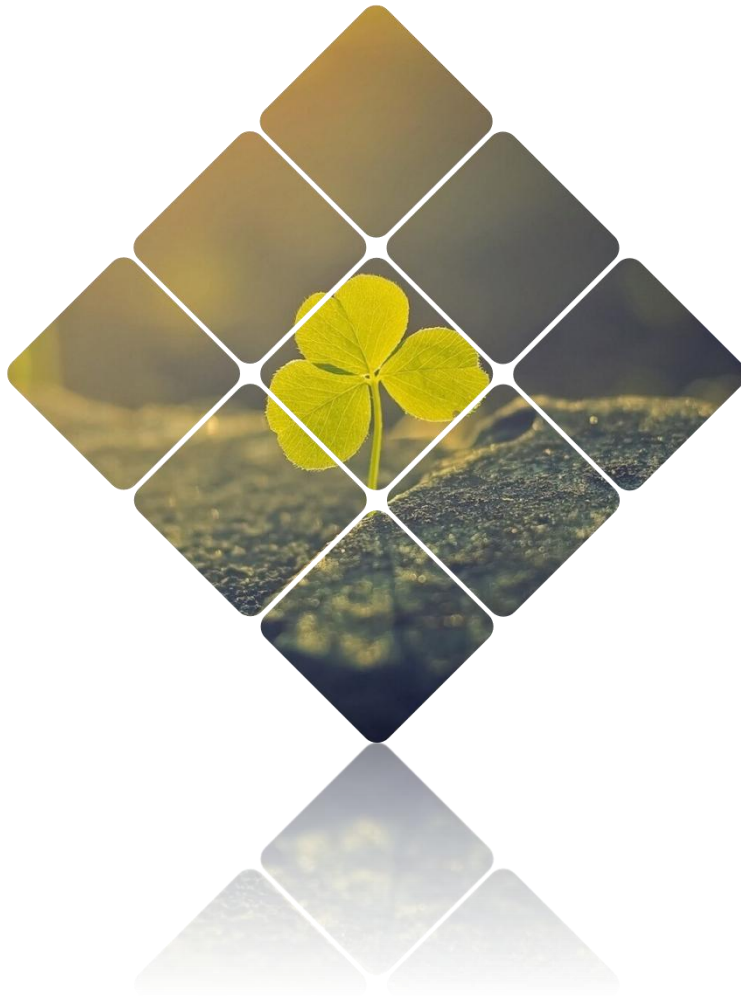
3 In the 1950s it **became** [填空3]

4 For the next thirty years [填空4]

5 Then in 1984, the local government **appointed** [填空5]

6 Mr Zhang **was** a keen student [填空6]

7 He **planned** to turn the company around [填空7]



Now read the article,
which is about what
happened after Mr
Zhang arrived at Haier.

What was the problem with the company according to Mr Zhang?

How did Mr Zhang show his employees that quality control was important?

What happened to Haier after quality control?



✍ Mr Zhang soon **realised** that one of the problems **was** the company **did** not pay enough attention to quality control. In 1985, on his orders, the manufacturing team **carried** 76 substandard fridges onto the factory floor. Mr Zhang then **handed** out hammers to the workers and **told** them to **smash** the fridges. Some workers **did** not want to because the fridges were so expensive, but Mr Zhang **insisted**. One of the hammers **is** still **on display** today to remind employees of the importance of **maintaining** quality.

Smash



- ✍ At the end of the day, these kinds of systems are **primarily** designed to protect against the sort of **opportunistic smash**-and-grab attack that makes up the **majority** of **burglaries**. 出自-2016年12月阅读原文
- ✍ We will **smash** any aggression.
- ✍ He was near to death after a car **smash**.

insisted



- ✍ The big tobacco companies have always **insisted** that they are **frank** with their customers about the dangers of smoking and provide them with enough detail to make an informed decision. 2016年6月四级真题（第二套）听力 Section A
- ✍ When Jonathan Swift **proposed**, in 1729, that the people of Ireland eat their children, he **insisted** it would solve three problems at once: feed the hungry masses, reduce the population during a severe **depression**, and **stimulate** the restaurant business. 2015年12月四级真题（第一套）阅读 Section B

Display



- ✍ Facial photos of dogs and humans were **displayed** on the screen for 1.5 seconds. 出自-2017年6月听力原文
- ✍ When I told a group of school children who **displayed** helpless behavior that a lack of effort led to their mistakes in math, they learned to keep trying when the problems got tough. 出自-2016年12月阅读原文
- ✍ What is the purpose of California's rule about alcohol **display** in gas stations. 出自-2013年6月阅读原文

maintain



- ✍ Their life was much more comfortable than that of today. It was helpful to **maintaining** a nation's tradition. 出自-2016年6月阅读原文
- ✍ Since industrialization, **maintaining** such a slow cultural metabolism has been much harder, with the long midday meal shrinking to whatever could be stuffed into a lunch bucket or bought at a food stand. 出自-2016年6月阅读原文
- ✍ Professional fashion models are particularly vulnerable to eating disorders resulting from occupational demands to **maintain** extreme thinness. 出自-2016年12月阅读原文



✍ Under Mr Zhang's leadership, the company **grew** rapidly and over the next fifteen years, they **broadened** their product **range** to include other electrical goods like air conditioners and televisions. It also **acquired** a number of other companies. In 2008, Haier **overtook** Whirlpool as the world's top producer of fridges.

Range



- ✍ They broaden students' **range** of interests. 出自-2014年6月阅读原文
- ✍ If the law isn't there, people will drive within their ability **range**. 2016年6月四级真题（第二套）听力 Section B
- ✍ This year, the programs **range** from one that turns the house into a collaborative essay to one that explores the meaning of exile. 2019年6月四级真题（第三套）阅读 Section C

Acquire



- ✍ It took him a long time to **acquire** the skills he needed to become a good dancer. 2018年高考英语天津卷 单项填空 原文
- ✍ Overwork and exhaustion are the opposite of resilience and the bad habits we **acquire** when we're young only magnify when we hit the workforce. 2018年12月六级真题 (第一套) 阅读 Section B
- ✍ General Motors **acquired** a 50% stake in Saab for about \$400m.

Overtake



- ✍ The sugar industry is **overtaking** alcohol and tobacco business in generating profits. 出自-2016年12月阅读原文
- ✍ As a result, their math grades **overtook** those of the other students by the end of the first semester—and the gap between the two groups continued to widen during the two years we followed them. 出自-2016年12月阅读原文
- ✍ Some Asian countries have **overtaken** America in basic sciences. 出自-2010年12月阅读原文

Look at Exercises 1 and 2 and find words with the following meanings.

1 pieces of equipment for the **home** [填空1]

2 a **company** or business. [填空2]

3 very **interested** in something. [填空3]

4 not of acceptable **quality**. . . . [填空4]

5 **break into** many pieces. . [填空5]

6 increased, or **included** more things in. [填空6]

7 **obtained** something (often another company)
[填空7]

The following statements are false. Look at Exercise 2 again and correct them.

1 Quality control was good at Haier in the early 1980s.
No, it wasn't very good/ it was poor.

2 The manufacturing team decided to carry 76 fridges onto the factory floor.

3 The staff accidentally smashed the fridges.

4 In the 1990s, Haier only sold fridges.

5 In 2008, Whirlpool produced more fridges than Haier.

Key words

- ✎ Manufacture
- ✎ Appliances
- ✎ State-owned
- ✎ Enterprise
- ✎ Experience high growth
- ✎ Appoint
- ✎ Keen
- ✎ Turn around
- ✎ Acquire
- ✎ Overtake





Translate the following expressions into English.

- ✎ 质量控制
- ✎ 在...的命令下
- ✎ 展出
- ✎ 保持质量
- ✎ 在...的领导下
- ✎ 扩大产品范围
- ✎ 收购其他公司
- ✎ 超过...成为...的领头羊

Translate the following expressions into English.

质量控制

在...的命令下

展出

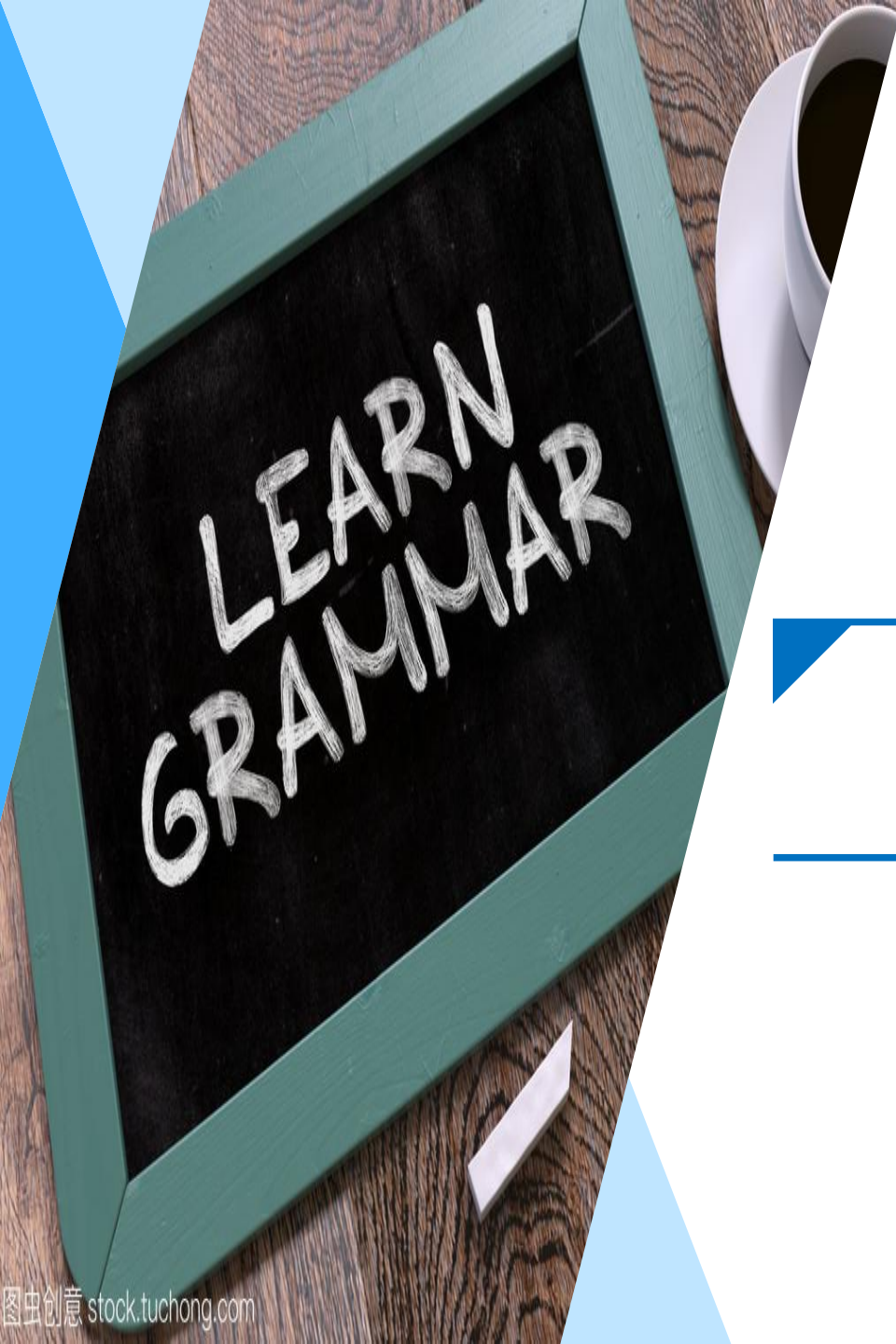
保持质量

在...的领导下

扩大产品范围

收购其他公司

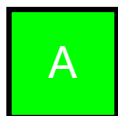
超过...成为...的领头羊



Most of the verbs in the article are in the past simple tense.

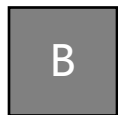
Past simple

Decide which TWO of the following statements about the **past simple** are correct. Look at the article again to help you if you are not sure.



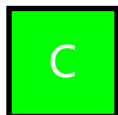
A

You use the past simple for a finished action in the past.



B

You use the past simple for an action which is not yet finished



C

You use the past simple if you say when the action happened.

提交



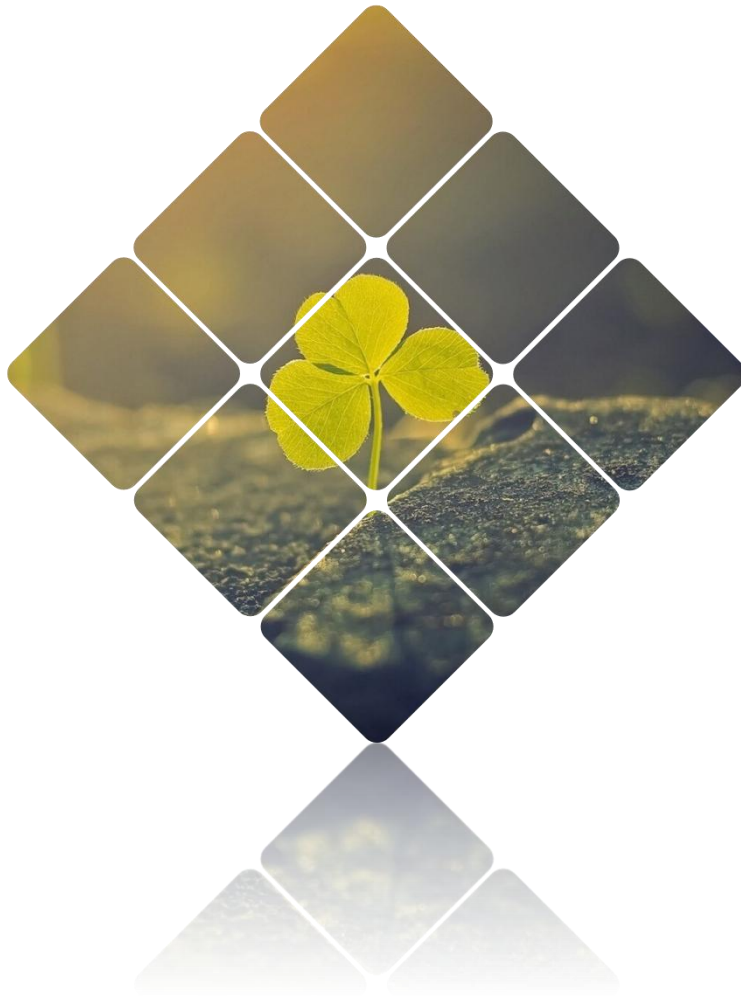
Regular verbs in the past simple are made by **adding-ed**, but the spelling of some regular past simple verbs can be a problem. Answer the following questions. Look back at the verbs in the text if you are not sure.

What happens if:



- 1 the verb already ends in e (e.g.realise) ?
- 2 the verb ends in consonant+y (e.g.carry) ?
- 3 the verb has one syllable and ends in one vowel and one consonant (e.g.plan) ?
- 4 the verb ends in one vowel and one consonant, but has two or more syllables and the last syllable is not stressed (e.g.broaden) ?

Find **five irregular verbs** from exercise 1 and 2.



Business English students often make mistakes with the **spelling** of irregular verbs in the past simple.

Correct the mistakes in the following sentences.

1 They spend over 5 thousand pounds on that project. [填空1]

2 I heard the news about the merger yesterday. [填空2]

3 I think we paid too much for that new equipment. [填空3]

4 He read business studies at university. [填空4]

5 He took a taxi across town to visit the factory. [填空5]

6 He chose not to go into the family business. [填空6]

Present

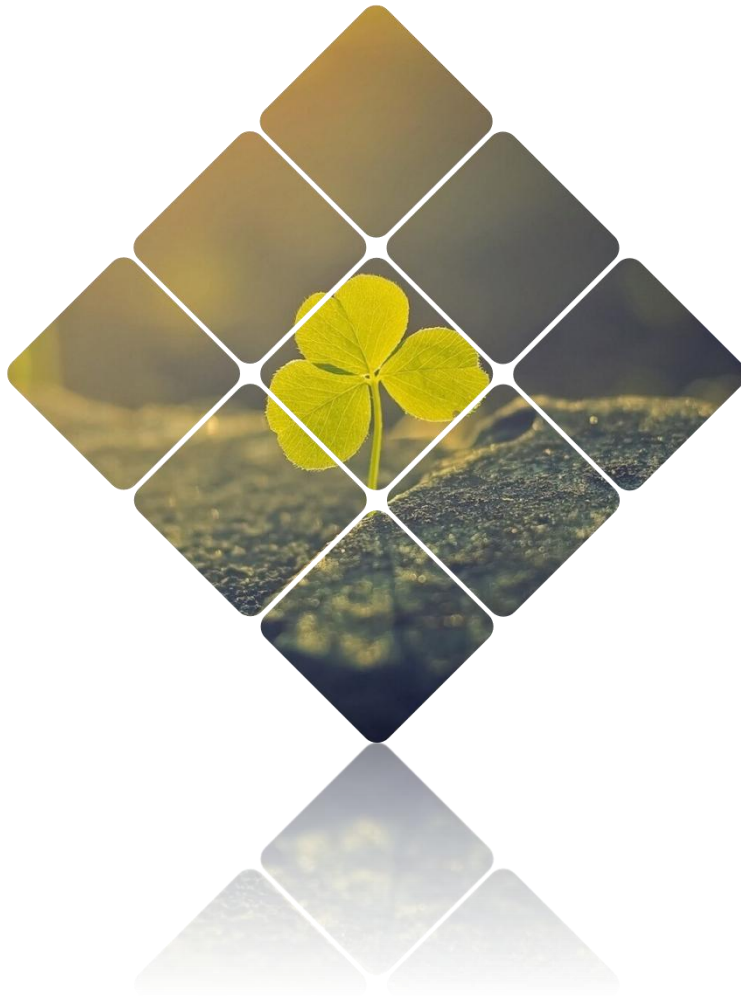
1. become
2. break
3. fall
4. begin
5. find
6. know
7. grow
8. tear
9. tell
10. swim

Past

- became
- [填空1]
- [填空3]
- [填空5]
- [填空7]
- [填空9]
- [填空11]
- [填空13]
- [填空15]
- swam

Past Participle

- become
- [填空2]
- [填空4]
- [填空6]
- [填空8]
- [填空10]
- [填空12]
- [填空14]
- [填空16]
- swum



We form questions in the past simple with **did** plus the base form.

*When did the company begin?
It began in the 1920s.*

We form past simple questions with **was/were** by inverting the verb and subject.

*Why was the company a success?
The company was a success
because. . .*

Read the statements about another Chinese company. Write questions for statements (1-6) .

1 Midea *started* up in 1968. When *did* Midea *start* up?

2 It made plastic tops for bottles.

what.....?

3 The founder only had 5, 000 renminbi at the time.

How much.....?

4 It employed just 28 people at first.

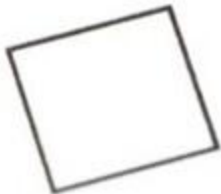
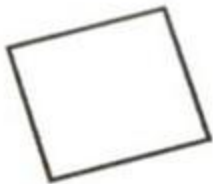
How many.....?

5 Their first electrical products were fans.

What.....?

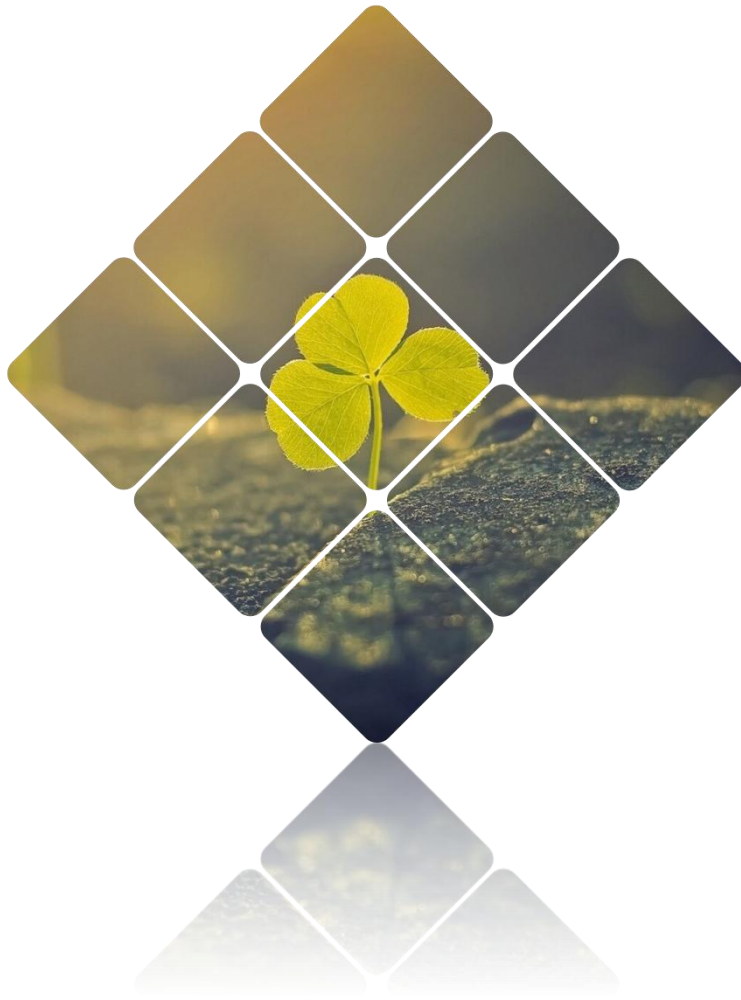
6 They acquired an air conditioning company in 1998.

When.....?



Listening

Growing pains



You will hear an **interview** with a business **consultant** about **a chain of** sandwich bars called Spectrum.

Listen to the first part of the interview
and choose the correct **newspaper headline** (A-C) .

- A SANDWICH BAR CHAIN **FACES COLLAPSE**
- B **RECORD PROFITS** AT SPECTRUM
- C SANDWICH BAR CHAIN **OPENS NEW BRANCH**

提交

I-Interviewer; A-Adrian

I:It was [填空1] yesterday that Spectrum, the well-known chain of sandwich bars, is facing [填空2]. For the first few years, the company showed [填空3] growth, but about three years ago things started to go wrong. [填空4] began to fall and it seems they've never [填空5]. With me I have our business [填空6], Adrian Gifford, to talk about what's gone wrong. Adrian, hi.

A: Hello.



✍ I-Interviewer; A-Adrian

✍ I:It was **confirmed** yesterday that Spectrum, the well-known chain of sandwich bars, is facing **collapse**. For the first few years, the company showed **spectacular** growth, but about three years ago things started to go wrong. **Profits** began to fall and it seems they've never **recovered**. With me I have our business **consultant**, Adrian Gifford, to talk about what's gone wrong. Adrian, hi.

✍ A: Hello.

Work with a partner and think of some possible reasons for the current situation at Spectrum.

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作答

Now listen to the whole interview and decide if the following statements (1-6) are true or false. Write **T** or **F**.

1 Profits at Spectrum began to **fall** one year ago. F

2 Spectrum need to **find a buyer** quickly. [填空1]

3 One of their main **selling points** was their cheap prices. [填空2]

4 Spectrum have a total of **twenty branches**. [填空3]

5 They tried to enter a very **competitive market**. [填空4]

6 They never used **frozen ingredients** in their products. [填空5]

Listen to the last part of the interview again and complete Adrian's advice.

1 It's best for a company to **expand** slowly and carefully.

2 Don't try to **enter a new market** without doing [填空1]
[填空2]

3 Don't **open a new branch** before the existing ones are [填空3].

4 Remember what makes your company [填空4]

I: So, is this the end for Spectrum?

A: Not necessarily, no. It's possible that they'll find a [填空1]. I believe that one or two companies have expressed interest. But if they want to buy the chain, they'll have to make the move very soon. The [填空2] for offers is getting close.

I: So what exactly went wrong? Five years ago they seemed such a strong [填空3]. I think many people will wonder how they ended up like this.

A: Well, I think it's a classic example of trying to do too much. Their first shop was really successful. People really liked the [填空1] fillings and because the product was good, they didn't mind paying a fairly high price for it. So then Spectrum's response was to try and open more and more [填空2]. Three years ago they opened over twenty new (空格2) in one year. They just [填空3] too quickly.

l: But surely expansion is a good thing? It's what all successful businesses want to do.

A: Of course, yes, but it needs thought and planning. Quite often a company will try and [填空1] a new product on the back of some [填空2] success, but it doesn't always work. I think Spectrum did this when they started offering pizzas. There's so much competition from big pizza restaurants. It was very unlikely to succeed.

I: But it wasn't just because of one unsuccessful product, was it? They really seemed to lose custom in general.

A: Yes, because another thing that happens when a company expands too quickly is that the quality suffers, and they lose that attention to detail. For example, in this case, I think one big mistake was that they started to use frozen [填空1] in the pizzas and even in some of the other products. One of their selling points before that was we only use fresh (空格2) and that was why people liked them.

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作答



- ✍ 1: Right.
- ✍ A: This is a mistake that even really big companies can make. Remember the famous case of Toyota in 2010 when they had to **recall** several million **vehicles**? That happened because the company focussed on **expansion** and didn't pay enough attention to **quality control**. They actually **admitted** that.
- ✍ I: Hmm. So what advice would you give to a company that wanted to expand?
- ✍ A: I'd say, it's best to expand slowly and carefully and plan every step. Don't try to **break into** a new area without doing proper **market research**. Before you open a new branch, make sure all your current branches are **profitable**. And when you plan to open a new branch, always remember what makes your company **special**.
- ✍ I: Good advice, Adrian.
- ✍ A: Thank you.

Which of Adrian's advice in Exercise 4 do you think is the most important?

Do you know any businesses that have failed or become unprofitable recently? What do you think are the reasons.

Key words in Listening

- English
- Chain
- Collapse
- Record
- Profit
- Branch
- Expand
- Ingredient

- Chinese
- 连锁
- 倒闭
- 记录
- 利润
- 分店
- 扩张
- 配料



Collapse



- ✍ The author has come to agree that food shortages could ultimately lead to the **collapse** of world civilization. 出自-2016年6月阅读原文
- ✍ After the failure of Lehman Brothers, many of the world's largest banks feared the worst as the **collapse** of the housing bubble exposed investments in risky loans. 出自-2016年6月六级听力原文

Expand

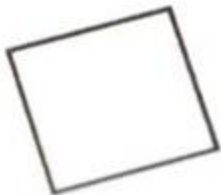
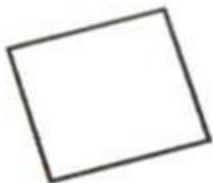


- ✍ Britons have cut their spending on it . Its prices have gone up over the years. Its quality has seen marked improvement. Britons have developed the habit of saving. It will **expand** in time. 出自-2017年6月阅读原文
- ✍ What about supply? The three environmental trends—the shortage of fresh water, the loss of topsoil and the rising temperatures—are making it increasingly hard to **expand** the world's grain supply fast enough to keep up with demand. 出自-2016年6月阅读原文

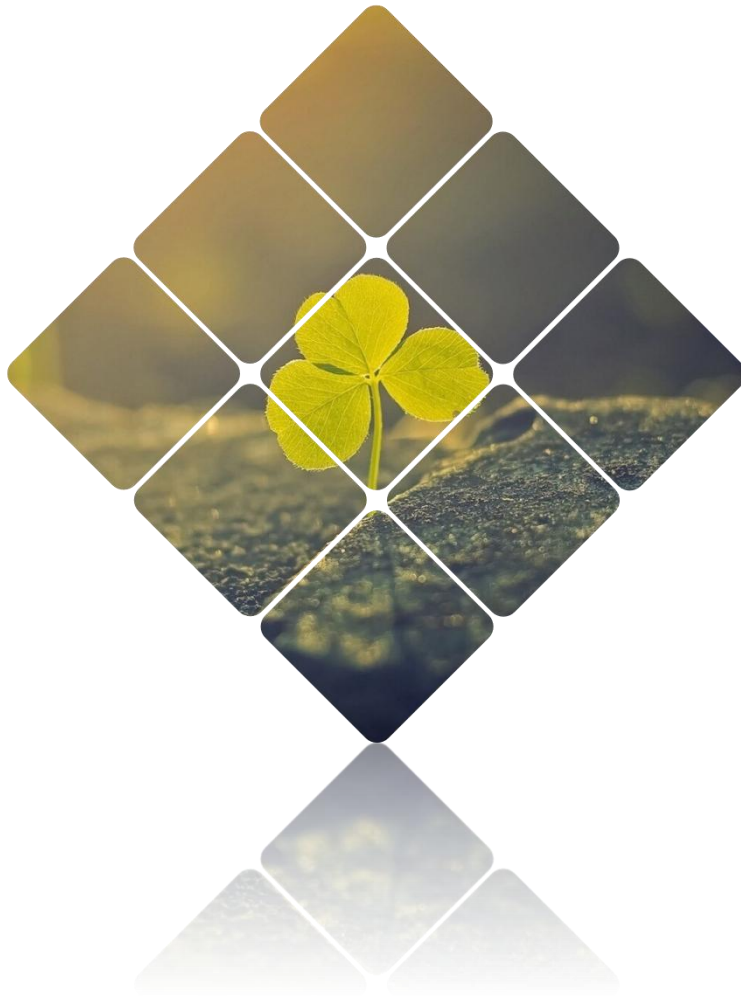
Ingredient



- ✍ Replacing sugar or salt with alternative **ingredients**.
出自-2016年12月阅读原文
- ✍ The microwave and fast-food chains were the biggest catalysts (' , 催化剂), but the big food companies—which want to sell anything except the raw **ingredients** that go into cooking—made the home cook an endangered species. 出自-2015年12月阅读原文



Speaking
Baja Fresh



Work in pairs. You are going to read about a food company called Baja Fresh.

Ask your partner questions in the past simple, using the question words in brackets, to complete the missing information.

Baja Fresh



- ✍ Baja Fresh is a chain of restaurants which serves fresh food **with a Mexican theme**. The company began in 1990 when a husband and wife team opened the first restaurant in. . . . (where?). They paid for it by **taking out a mortgage on** their house.

mortgage



- ✍ I have no money or insurance to get professional help; I can't even pay my **mortgage** (抵押贷款) and face losing everything.出自-2010年6月四级阅读原文
- ✍ But the boost in investor confidence needed for the plan to work will take time, time that Rosen says still requires him to buy food and make monthly **mortgage** payments.2016年6月六级真题（第一套）听力 Section C
- ✍ They have purchased a home with a small down payment and a 30-year **mortgage**.2017年12月六级真题（第二套）听力 Section C

Baja Fresh



- ✍ Their **selling point** was. (what?) and they refused to use microwaves and freezers in their kitchens. The restaurant was very successful and they gradually opened more. In 1997, they had..... **outlets** (how many?) .

Baja Fresh



- Then in 2002 Wendy's, the international fast food restaurant, **acquired** Baja Fresh. They paid (how much?) for it. They wanted to make Baja Fresh into a big international chain but unfortunately this didn't **work out**. They tried to **expand** very quickly but they didn't pay enough attention to the **original business model**. (when?) **sales began to decline** and in 2004, they fell by 6.4%. Faced with these figures, in..... (when?) Wendy's sold Baja Fresh for just \$31 million to a group of **private investors**.

Baja Fresh

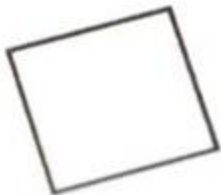
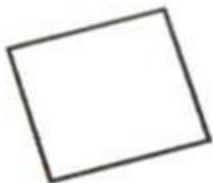


- ✍ After the sale, Baja Fresh.....(what ?) and tried to recreate the **original brand**. Now the restaurant is doing well again. In 2010, they opened a new branch in. (where?) and in 2011, David Kim, the Chief Executive, appeared on the TV programme Undercover Boss.

What is the main message of this case study?

- A Private investors often understand their companies better than big corporations.
- B It's more important to look after your brand than to expand quickly.
- C Large international companies have different priorities from smaller, local ones.

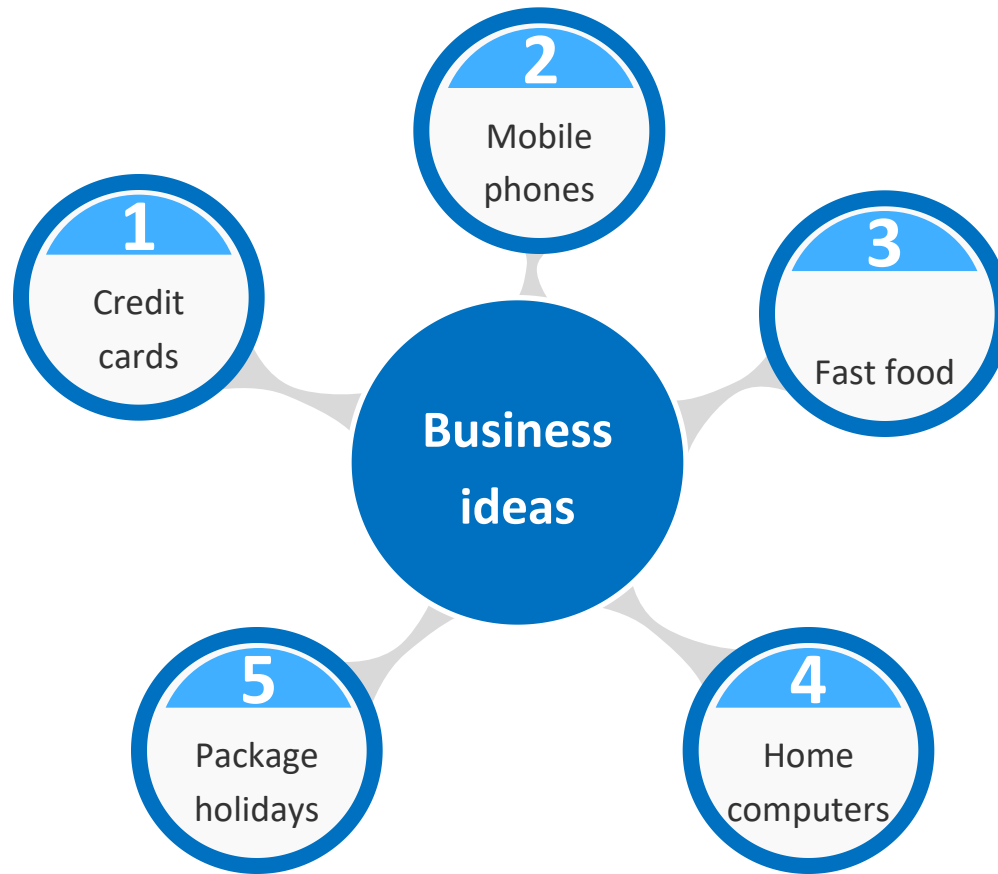
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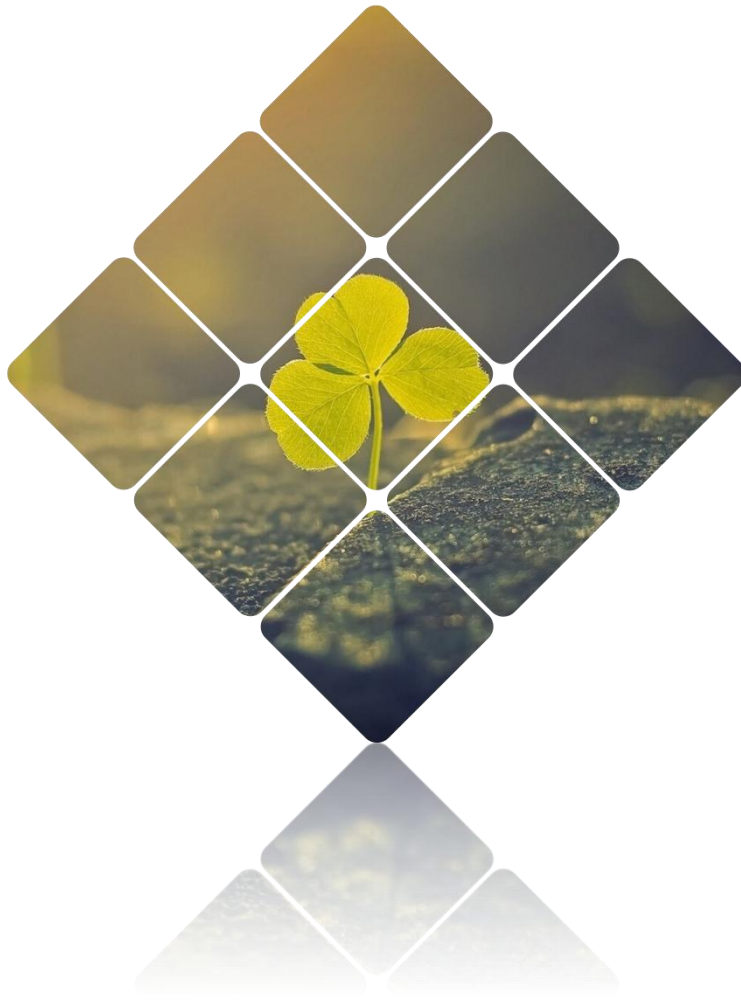


Reading

Business ideas

Which one is the best business idea?





Read the article about how to come up with good business ideas.

Skim it quickly to get a general idea of the content.

HOW TO FIND A GREAT IDEA



- ✍ Every successful business starts with a good idea. But how can you think of one? We can all learn to think more creatively. Here are three tips to increase the chance of coming up with that great money-making idea.



1 _____. The frozen food industry **began** when its founder, Clarence Birdseye, **was working** on a government project in the Arctic. One day he **went** fishing with some Inuits. He **noticed** that when they pulled a fish out of the water, it **froze** almost immediately. Later, when the time **came** to eat the fish, he also **noticed** it **tasted** almost the same as a fresh one. His observations **led** to the invention of the process for freezing food, and in time to the whole Birds Eye frozen food empire.





2 _____. The most famous example of this is the story of Archimedes, the ancient Greek mathematician who **needed** to find out whether the king's crown was pure gold or not. The answer **came** to him while he **was taking** a bath. Many successful business people will also tell you that their best idea **came** to them as they **were doing** something unrelated to their work. So, if you **are stuck** on a problem, leave it and do something completely different. Your unconscious mind will continue to search for a solution and eventually you may get that flash of insight.





3 . Think about successful ideas and how you could improve them or combine them with something else. For example, a fax machine **was** a telephone line **combined** with a photocopier, and YouTube a combination of a website and videos.



Match each paragraph in the text to the correct advice.

A Most good ideas **develop out of** one or more things that existed before.

B Good ideas often **come from** looking carefully at the world around you.

C The best ideas often **come to** people when they are not expecting it.

1. [填空1] 2. [填空2] 3. [填空3]

Find words and phrases with the following meanings in the article.

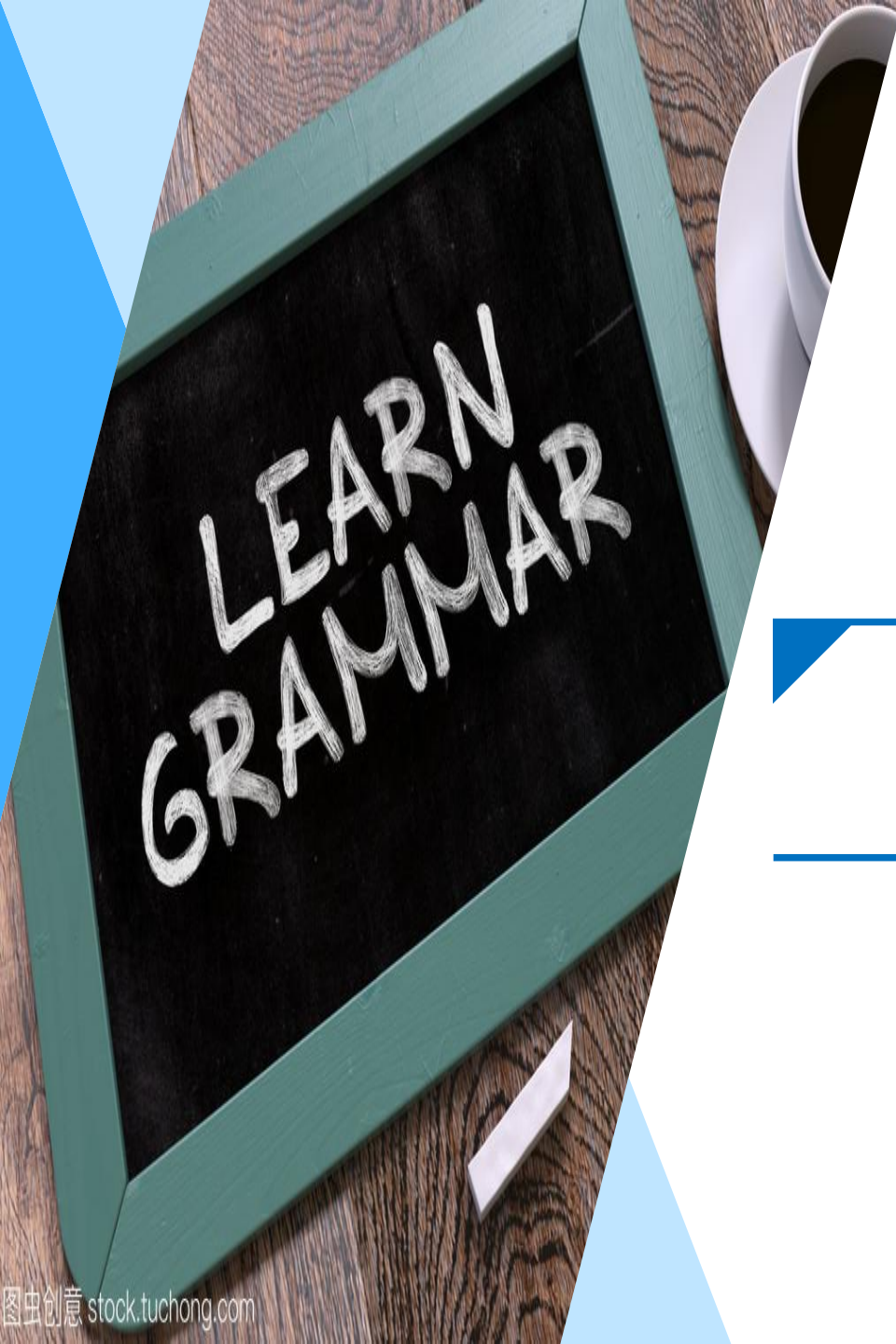
1 pieces of advice tips

2 someone who starts a business [填空1]

3 a group of businesses controlled by one person or organisation. [填空2]

4 unable to progress with [填空3]

5 join to something else [填空4]



Most of the verbs in the article are in the past simple tense.

Past continuous

Match the past simple and past continuous rules with the correct example from the text, A, B or C.



- ✍ 1 We use the **past simple** when one event happened after another in the past.
- ✍ 2 We use the **past simple** and **past continuous** together to show an action that happened in the middle of another activity.
- ✍ 3 We use the **past continuous** to describe the background and the **past simple** for the events of a story.

- ✍ A The answer **came** to him while he **was taking** a bath.
- ✍ B When they **pulled** a fish out of the water, it **froze** almost immediately.
- ✍ C He **was working** on a government project in the Arctic. One day he **went** fishing with some Inuits.

Match the past simple and past continuous rules with the correct example from the text, A, B or C.

A. [填空1]

B. [填空2]

C. [填空3]

Read the story and put the verbs in brackets in the correct form, past simple or past continuous.



ANNA DICKSON: MUMMY MITTS

Anna Dickson 1 came (come) up with the idea of Mummy Mitts while she 2.....(push) her daughter's pram. It was a cold day and so she 3..... (wear) gloves. Every time her mobile 4..... (ring) or she 5. (need) to attend to her daughter, she 6..... (have) to take off the gloves and find Somewhere to put them.

Then the idea 7.....(hit) her.

Why not attach the gloves to

the handle of the pram? That was the beginning of Mummy Mitts. She 8..... (launch) the product in 2006 and now they are on sale across Europe.



Anna Dickson 1 came (come) up with the idea of Mummy Mitts while she 2 [填空1] (push) her daughter's pram. It was a cold day and so she 3 [填空2] (wear) gloves. Every time her mobile 4 [填空3] (ring) or she 5 [填空4] (need) to attend to her daughter, she 6 [填空5] (have) to take off the gloves and find Somewhere to put them. Then the idea 7 [填空6] (hit) her. Why not attach the gloves to the handle of the pram? That was the beginning of Mummy Mitts. She 8 [填空7] (launch) the product in 2006 and now they are on sale across Europe.



THANKS

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