**Key to Exercises：**

UNIT 1 International Trade

Text A Don’t Fence Me Out！

**I. Vocabulary**

*Match the words on the left with their meanings on the right*

1. c 2.f 3.a 4.e 5.h 6.g 7. b 8 .j 9.d 10.i

**II. . Translate the following passage into Chinese.**

关税分为四种：从价税，从量税，选择税或复合关税。最常用的一种是从价税，它是以商品价格的百分比来计算税的，例如以商品价格的10%，20%或25%。这种关税也可以根据于其原产地和到港地所在国家的规定来征收。从量税是用本国货币基于商品的重量，数量，长度，体积或其他测量单位进行征收---例如，每磅或每码25美元。选择税，是可以根据更加高的要求和申请，在从价税和从量税中二者中选择性地征收。复合关税，即是从量税和从价税的复合形式---例如，按商品价格10%的金额外加每千克1美元来征收。

**III. Topic Discussion**

Omitted

Text B Obama Administration Suspends Efforts to Win Approval for The Trans-Pacific Partnership

**I.Multiple Choices**

Choose the best answer to complete each of the sentences.  
1.B 2.D 3.D 4.B 5.C

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1. （T）
2. （F）
3. （F）
4. （T）

5. （T）

**III. Topic Discussion**

Omitted

UNIT 2 International Finance

Text A The Stock Market

**I. Translate the following phrases into Chinese.**

1. 抵押物
2. 兑现

3.大萧条

4.股票价格

5.牛市

**II. Translate the following sentences into Chinese.**

当股票市场被心理狂热者所操控时,便会导致投机泡沫和危机的出现。股票价格上涨，投机泡沫便随之出现，因为人们认为股票的价格将来还会涨。——这与刚才引用的凯恩斯的言论相反。一块地也许只价值1000美金，但若你看见地价以每年百分之五十的价格上涨的狂潮时，那你也许就会花费2000美金买下这块地，并期许于次年以3000美金的价格卖给别人。

**III. Topic Discussion**

Omitted

Text B Banking

**I.Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

(1)rates (2)current (3)interest (4)charges (5)demand

(6)deposit (7)loans (8)commission (9)cheques (10)balance

(11)statement (12)credit (13) black (14) account (15)red

**II**. **Comprehension of the Text:**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (F)
2. (T)
3. (F)

4.（T）

5.（F）

**III. Topic Discussion**

Omitted

UNIT 3 International Investment and Credit

Text A Environment, Trade, and Investment

**I. Vocabulary**

*Match the words on the left with their meanings on the right*

1. g 2. f 3. b 4.e 5.c 6.d 7.a

**II. Translate the following passage into Chinese.**

经济一体化可能会导致一些国家为了吸引国际投资或为竞争市场优势而降低其健康、安全和环保标准，环境协议和行之有效的国家环境政策有助于减少产生这种行为的可能性。在没有适宜的环境政策的情况下，环境协议也有助于减少出现由于日益增长的全球贸易及投资所导致的经济增长按不可持续模式发展下去的这种担忧。这些环境协议多出现在许多国家谈判协议中和参考协议中，设计这些环境协议的初衷是为了帮助减缓环境恶化的态势或者逆转环境恶化的现状。

**III. Topic Discussion.**Omitted.

Text B The Benefits of Foreign Direct Investment to Host Countries

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. boost 2. contribute to 3.engaged in 4. link

5. as a means of 6.impose 7.account for

8. with regard to 9.boost 10. By virtue of

**II**. **Translate the following sentences into Chinese.**

1. Tainjing信托投资有限责任公司正在向着处理多样化和跨国商业事务的国际性机构发展。该公司已在葡萄牙和美国购买了地产并在那里建立了尖端企业。
2. 直接投资的控制力只能在短期内对国际收支平衡做出积极影响，因为低的投资流出额很快就会导致低额的商品出口和劳动力出口, 随之而来的就是更低的投资收入。

3.外国直接投资可以通过给东道国经济体提供不易获取的经济资本、技术和管理诀窍从而向其做出积极的贡献。

**III. Topic Discussion.**

Omitted

UNIT 4 International Marketing

Text A Chasing King Apple

**I. Vocabulary**

*Fill in the blanks with the suitable words or expressions. Change the form when necessary.*

1. fledgling 2 whopping 3.bewildering 4. capitalize 5. salivate 6.churn out

**II. Try to fill in the space with the suitable words.**

1. integrated 2.relationships 3.used 4.satisfy
2. focus 6.evolved 7.in 8.shift

**III. Translate the following expressions into English.**

1. foreign direct investments

2. visible physical goods

3. international specialization

4. government subsidies

5. international monetary exchange

6. credit risks

7.marketing mix

8. insider-trading gains

9. second-board stock market

10.portfolio investors

Text B Geely Buys Volvo

**I. Vocabulary**

*Fill in the blanks with the suitable words or expressions. Change the form when necessary.*

1 defaulted 2. atrocious 3.merge 4.offload 5.at stake

**II. Fill in the blanks with the right words.**

1. known 2.meeting 3.which 4.acquiring 5.realize

**III. Translate the following sentences into Chinese or English.**

1. 吉利还能从沃尔沃那里学会如何运行全球供应链和国际销售网络。

2. 工业和信息化部长李毅中出席了在歌德堡的签字仪式并表示：吉利收购沃尔沃，也是中国收购沃尔沃。

3. The products we imported were manufactured more efficiently abroad.

4. Dumping is selling products in a foreign market at a price below their costs.

5. Import taxes and quotas are means by which the imports of certain products are restricted.

UNIT 5 Business Elite

Text A 　Dell: Hero Comes Back

**I. Vocabulary**

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

1.tarnished 2.momentous 3.erode 4.diversify

5.continuity 6. stylish 7.commodity 8.deteriorates

**II. Multiple Choices.**

1 -5 BCACA

**III. Translate the following sentences into Chinese．**

1. 戴尔的执着似乎有了回报，这个曾经的世界最大个人电脑制造商，在把王冠丢给了惠普之后，正在重新获得市场份额.

2. 比如说，与苹果不同的是，戴尔从未操心过设计时尚的设备或者建立一个全球的酷炫的商店网络。

3. 重新获得公司负责人的地位以后，戴尔着手做起了与以往完全相反的事情：尝试新方法，并从地理和商业角度使戴尔公司的商业模式多样化。

4. 戴尔建立了一个企业博客和一个名叫“思想风暴”的网站，这个网站允许客户提供如何使戴尔改善其公司产品的建议。在博客界，这一举动为戴尔赢得了“广开言路”的称誉。

5.尽管戴尔计划在三年内减少30亿美元的花销并辞退超过8800名员工，该数量达到了整个公司员工数量的十分之一，许多分析师仍担心戴尔将无法控制其公司成本。

Text Ｂ　Ann Moore: the CEO of Time

**I. Vocabulary**

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

1.unnerve 2.nifty 3.ambivalence 4.shrink 5.evolve 6.subsidize

7. revenues 8.highlight 9.hybrid 10.available

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1. （Ｆ）
2. （Ｔ）
3. （Ｆ）
4. （Ｔ）
5. （Ｆ）

**III. Translate the following sentences into Chinese.**

1. 这一妙招显示了时代集团想要用公司杂志吸引读者的热切心态，以及是否提高杂志价格的矛盾状态。

1. 穆尔女士必须废弃公司的五年计划并起草一项新的两年计划取而代之，该计划的焦点集中在两个方面：内部重组以及创新。
2. 穆尔女士“聪颖，有魅力，精力充沛，有幽默感并且富有胆识”，同时她具备“将时代集团从一个杂志公司发展为出版公司”，使人们能够获得网络版和印刷版的公司出版物这样的能力。
3. 另一个可能性是，读者们可能要准备通过例如亚马逊公司开发的“Kindle”网络阅读器或者高度“智能”的手机这类可携带设备来订阅公司的杂志。

5. 但是密切关注穆尔女士职业生涯的帕森斯先生承认，穆尔女士现在处于水深火热之中，因为在应对经济衰退的同时，她还得应对互联网越加如日中天所造成的问题。

UNIT 6 E-commerce

Text A Online Grocers：Keep on Trucking

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. overwhelmed
2. succumb
3. torment
4. outfit
5. perishable

**II. Try to fill in the space with the suitable words.**

1.selling 2.to 3.retailer 4.on 5.if

6.on 7.that 8.frozen 9.grocery 10.delivered

**III. Translate the following terms into English.**

1. 这个拥有成千上万个小篮子的高度自动化的工厂同时也让人感觉十分怪异。

2. 在人口密度更低的美国大部分地区，投递费用还会更高。

3. Electronic commerce has unlimited potential for developed and developing nations, offering lucrative profits in a highly unregulated environment.

4．E-commerce has lowered the transaction cost in traditional industries and improved service management in sectors of finance, telecom and logistics.

5. E-commerce allows people to exchange goods and services immediately with no barriers of time and distance.

Text B [The Alibaba E-Commerce Empire](http://thechinaobserver.com/2008/12/the-alibaba-e-commerce-empire/" \o "Permanent Link: The Alibaba E-Commerce Empire)

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. substantial 2. transfer 3. monetize 4. register 5. escrow

**II. Read the following Text and choose the best answers to fill in each of the gaps in the Text:**

1-4 ACCC

5-8 ABAC

**III. Translate the following terms into English.**

1. mergers and acquisitions   
2. controlling stake   
3. listed company   
4. initial public offering (IPO)   
5. junk bonds   
6. euro-bond market   
7. pooled account   
8. trade barriers   
9. import substitution   
10. clearing mechanism

11. brand recognition   
12. access to market   
13.specialty shop   
14. inflation-adjusted revenue   
15. interbank unsecured-money market

UNIT 7 Security and Insurance

TextA E-Insurance for the Digital Age

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. mandate
2. rubric
3. ubiquity
4. depleted
5. streamline
6. extortionate
7. de facto standard
8. defaced
9. exotica
10. repercussion

**II. Comprehension of the Text**

*Decide whether the following statements are true (T) or false(F) according to the passage.*

1. (T)
2. (F)
3. (F)
4. (T)
5. (T)

**III. Multiple Choices.**

1. D
2. B
3. B
4. B
5. B

Text B The Second Coming of 'Safer' Securities

**I. Comprehension of the Text**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (T)
2. (F)
3. (T)
4. (T)
5. (F)

**II. Translate the following sentences into English.**

1. The Shiva Trading Company is a small but well-established family-owned business that has been exporting throughout the sub-continent and is now looking to enter the European market.
2. Information age organizations can manage the complexity of the large hierarchical structure without losing the speed of the entrepreneurial start-ups.
3. The common practice is to make use of a faster means of communication to send the message of withdrawal so that it can reach the offeree earlier than the offer does.
4. For this protection, the policyholder makes regular payments to the insurance company. Each payment is called a premium. The premiums paid by all policyholders are used to pay those who lose.
5. Commercial banks have two primary functions. First, banks hold demand deposits and permit checks to be drawn on these deposits. Second, banks lend money to industrialists, merchants, homeowners, and other individuals and firms.

**III. Try to fill in the space with the suitable words.**

（1）start （2） founded

（3）mainland （4） behind

（5）attributed （6） marketing

（7）impetus （8） similar

（9）back （10） fix

UNIT 8 Tertiary Industry

TextAGraduate to Tertiary Sector

**I. Comprehension of the Text:**

*Decide whether the following statements are true (T) or false(F) according to the passage.*

1. （T）
2. （F）
3. （F）
4. （T）
5. （T）

**II. Multiple Choices.**

1. B
2. A
3. A
4. C
5. B

**III.Try to fill in the space with the suitable words.**

（1）ability （2） efficiency

（3）face （4） sustain

（5）aspect （6） entered

（7）offered （8） traditional

（9）pressure （10） end

Text B Toward Culture of Quality

1. **Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. impetus
2. ushered
3. implement
4. propel
5. pilot
6. Census
7. fiscal
8. infrastructure
9. foster
10. animation

**II. Comprehension of the Text:**

*Decide whether the following statements are true (T) or false(F) according to the passage.*

1. （F）
2. （T）
3. （T）
4. （T）
5. （F）

**III. Translate the following sentences into Chinese.**

1. 新的繁荣可能表现为持续时间较长的旺盛需求、大量的就业机会，以及生活水平的提高。
2. 自1990年中期起，美国的失业率达到了近5.25%。按以往的标准，这个比例偏高，没有达到充分就业。但就整体来说问题并不严重。
3. 当一个国家没有足够的某一特定商品来满足自身需求时，就需要有国际贸易。
4. 如果有较大的问题存在，而且预先目标没有完成，那么人们就需要改变公司的组织或者管理机构。
5. 我们唯一的信念就是要适应购买者的需要，生产更可靠的、质量更高的产品，让使用者感到格外好用和操作方便。

UNIT 9 Economic Globalization and Multinational Corporation

Text A Do Multinationals Really Understand Globalization?

1. **Translate the phrases into English.**

chief executive officer

side by side

shift from

a polycentric world

on a scale

1. **Comprehension of the Text:**

*Decide whether the following statements are true (T) or false(F) according to the passage.*

1. ( F)
2. (F)
3. (T)
4. (F)
5. (T)

**III. Topic Discussion:**

Omitted.

Text B Globalization: After the Recession

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

* 1. median
  2. resilience
  3. turmoil
  4. stagnation
  5. fiscal
  6. countercyclical
  7. weather
  8. marginalization
  9. underpinned
  10. dampen

**II. Translate the phrases into English.**

financial turmoil

be trapped in poverty

in the wake of

in the same boat

in line with

**III. Try to fill in the space with the suitable words.**

（1）about （2） spotlight

（3）official （4）donate

（5）strengthen （6）hundreds

（7）development （8） show

（9）engage （10） including

UNIT 10 Economic Crisis

Text A US Subprime Mortgage Crisis

**I. Try to fill in the space with the suitable words.**

（1）financial

（2）crisis

（3）funds

（4）non-financial

（5）lending

（6）collapse

（7）credit

（8）monetary

（9）stock

**II. Comprehension of the Text:**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

**1** (F)

**2** (T)

**3** (T)

**4** (F)

**5** (F)

**III. Topic Discussion**

Omitted.

Text B Dismal Science----Paul Krugman's London lectures

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. recession

2.bubble.

3.obvious

4.calamity.

5.render

6.inflation

7.burst

8.marble

9.burnished

10.assets

**II. Comprehension of the Text:**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (T)

2. (F)

3. (T)

4. (T)

5. (F)

**III. Translate the following sentences into Chinese.**

1. 伦敦经济学院曾经在美国青年学者中是如此的受欢迎，以至于英国学生曾笑称其为欧洲的象征。
2. 许多经济学家认为，引发危机的的直接原因是“全球房地产泡沫之母”。
3. 影子银行体系对于经济来说与普通商业银行体系同样重要，但却脆弱的多。
4. 金融系统是一个大盲点。
5. 如果零利率不能刺激消费，那么政府就必须代为支出。

UNIT11 Business and Environment Protection

Text A The bubble Car is Back

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. bumped into
2. radical
3. enthralling
4. prolific
5. scarcity
6. bubbled
7. ply
8. megacity
9. revival.
10. occupant

**II. Comprehension of the Text:**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (T)
2. (F)
3. (F)
4. (T)
5. (T)

**III. Try to fill in the space with the suitable words.**

1. electric
2. green
3. driven.
4. emissions
5. generating
6. way
7. executive
8. cost
9. same
10. replace

Text B Less smoke, Less Ire

**I. Vocabulary**

Match the words on the left with their meanings on the right

deforestation doing sth. quickly

swift the act of cutting down or burning the trees in an area

unprecedented to burst or make sth. Burst loudly and violently causing damage

explode that has never happened, been down or been known before

dominate to control or have a lot of influence over sb./sth. especially in an unpleasant way

**II.Comprehension of the Text**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (F)
2. (T)
3. (T)
4. (T)
5. (F)

**III.Try to fill in the space with the suitable words.**

1. degradation
2. ownership
3. technology
4. geographical
5. emission
6. property
7. mapping
8. support
9. requirements
10. establish

UNIT 12 International Business Organizations

Text A World Trade Organization

**I. Vocabulary**

*Match the words on the left with their meanings on the righ*

supervise to improve something

liberalize to be in charge of a group of workers or students and be

responsible for making sure that they do their work properly

commence the condition of being strong, steady and not changing

enhance to make a system, laws, or moral attitudes less strict

stability to begin or to start something

**II. Comprehension of the Text:**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (T)
2. (F)
3. (F)
4. (T)
5. (F)

**III. Try to fill in the space with the suitable words.**

1. members
2. regarded
3. multilateral
4. global
5. rules
6. operation
7. process
8. independent
9. practical
10. claim

Text B International Monetary Fund

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. oversaw
2. budgeted
3. obligation
4. Devaluation
5. conspiracy
6. valid
7. proponent
8. shortfall
9. temporary
10. debt-ridden

**II.Comprehension of the Text**

*Decide whether the following statements are true (T) or false (F) according to the passage.*

1. (F)
2. (F)
3. (T)
4. (T)
5. (T)

**III.Try to fill in the space with the suitable words.**

1. primary
2. serious
3. difficulties
4. states
5. gaps
6. earn
7. goods
8. reforms
9. beneficial

10. political

UNIT 13 Employment and Staffing

Text A Relationship between Employers and Employees

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. compensate
2. harmonious
3. terminate
4. eligible
5. manipulate
6. defamation
7. discrepancy
8. apathetic
9. bonuses
10. occupation

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1. （F）
2. （T）
3. （F）
4. （T）
5. （F）

**III. Topic Discussion**

Omitted

Text B We Did It! --*The rich world’s quiet revolution: women are gradually taking over the workplace.*

**I. Vocabulary**

*Match the words on the left with their meanings on the right*

alleviate a person or group who receives money, advantages, etc. as a result of something else

beneficiary

the force that keeps an object moving or an event developing after a start has been made

threshold a point or level at which something begins or starts to take effect

consultancy to make(pain, problems, etc.)less severe

momentum a business involving a person or a group of people who give specialist advice on a particular subject

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1. (F）

2. (F)

3. (F)

4. (F）

5. (T)

**III. Translate the following sentences into Chinese.**

1. 一些新理论宣称“积极性高的女性们往往能够成为天生的优秀员工”，即使它们是无稽之谈，但“人才大战”的爆发以及工作环境逐渐趋于灵活的发展趋势却显示出社会对于受到良好教育的女性们的青睐。

2. 工作薪资微薄，抚养孩子捉襟见肘，这让技能不高的妇女身陷困境。

3. 然而最大的牺牲品是可怜的孩子——女性大量投入到劳动力市场而国家却吝于在儿童抚养方面投入公共资金，这在英美两国特别明显。

4. 基于性别来提拔人们有违自由公平之道，且令受益一方蒙上污名。

5. 如今女性正以前所未有的数量大步迈进劳动力市场，高举铁锤要打破带有性别歧视的不公平待遇的“玻璃天花板”。

UNIT14 Business Ethics and Corporate Social Responsibility

Text A The Corporate Responsibility Commitment

**I. Vocabulary**

*Fill in the blanks with the most suitable words or expressions. Change the form when necessary.*

1. encompass

2. myopically

3. consumable

4. window-dressing

5. stellar

6. navel-gazing

7. assimilate

8. refurbishment

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1. （F）
2. （F）
3. （T）
4. （F）
5. （T）

**III. Topic Discussion**

Omitted

Text B The Corruption Eruption

---*Saying “no” to corruption makes commercial as well as ethical sense*

**I. Vocabulary**

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

1. investigations
2. confessed
3. donations
4. contractor
5. regulators
6. penalties
7. violated
8. slush funds

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1.（ T ）

2.（ T ）

3.（ F ）

4.（ T ）

5.（ T ）

6.（ F ）

**III. Topic Discussion**

Omitted

UNIT15 Advertising and Publicity

Text A Beijing Tries to Push beyond 'Made in China'

**I. Vocabulary**

*Fill in the blanks with the most suitable words. Change the form when necessary.*

1. stranglehold
2. insinuate
3. middling
4. Lackluster
5. exacerbate
6. indigenous
7. royalties
8. snap up

**II. Read the following Text and choose the best sentence from A to E below to fill in each of the gaps in the Text:**

1. （B）
2. （C）
3. （A）
4. （E）
5. （D）

**III. Translate the following sentences into Chinese.**

1. 雪上加霜的是，中国企业缺乏有成效的创新，依靠的是缝制和组装别人想象、发明和设计出来的产品。
2. 不能创新就意味着中国必须向那些能够创新的国外企业支付巨额的专利版权费和许可使用费。
3. 近几个月来，西方媒体言过其实地报道中国的“走出去”战略和中国公司在全球收购——石油！天然气！汽车！——甚至在美国投资的消息。
4. 中国与被其视为束缚的外国专利权和外国知识产权进行抗争的努力也遇到了些困难。
5. 倡导“走出去”战略的中国官员把联想视为中国企业追寻加入国际知名品牌道路上的榜样，但对于中国的公司来说，“走出去”或许正是企业在国内生存下去的秘笈。

Text B Pepsi's Global Strategy

**I. Vocabulary**

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

1. authenticity
2. aspiration
3. debut
4. effervescent
5. subsidiary
6. intuitive
7. formulation
8. reinforce
9. iconic
10. collaborative

**II. Comprehension of the Text**

*Decide whether the following statements are true(T) or false(F) according to the passage.*

1. （F）
2. （T）
3. （F）
4. （T）
5. （T）

**III. Topic Discussion**

Omitted

UNIT 16 Business and Regulation

Text A The “WTO option” for Brexit is far from straightforward

I. Vocabulary

Match the words on the left with their meanings on the right

1. f 2.a 3.d 4.c 5.e 6.g 7. b

II. . Translate the following passage into Chinese.

1. 世界贸易组织协定假定目前的欧盟是一个统一联合的经济体。

2. 由于英国与欧盟之间的贸易现在要纳入这一限额内，该限额可能会上涨。

3. 让人不解的是，支持脱欧者的运动总体上来说就是“投脱欧票，拿回控制权”，但他们似乎喜欢世贸组织这一选项。

4. 但是支持脱欧者认为没有了欧盟的干涉，英国会借助世贸组织与世界各国进行贸易往来，成为世贸组织中的贸易强国。

5. 如果说，假设世贸组织某成员国的一家汽车公司在英国和欧盟都设有生产基地，该公司突然被告知装配模型的费用变高了，那么这个成员国可能会挑起事端，表达不满。

III. Topic Discussion

Omitted

Text B Ponzis to punters

I. Vocabulary

Fill in the blanks with the most suitable words. Change the form when necessary.

1.liability 2.emerging 3.poorly 4. scrutiny 5.artificially 6. undoubtedly 7.Arbitrary 8.marketing

II. Comprehension of the Text

Decide whether the following statements are true(T) or false(F) according to the passage.

1. （F）

2. （T）

3. （T）

4. （F）

5. （T）

III. Topic Discussion

Omitted

UNIT 17 Business Management and Leadership

Text A Firms Need a Better Way of Planning

**I.** **Multiple Choices**

1. C

2.A

3.C

4.D

5.A

**II. Comprehension of the text**

Decide which the following statements are true(T) or false(F) according to the passage.

1.（F）

2.（T）

3.（F）

4.（T）

5.（F）

**III. Topic Discussion**

Omitted

Text B The Strategy for Managing across Culture

**I. Fill in the blanks**

1. the cultural similarities and differences

2. to make all its operations profitable

3. the Mégane family and Twingo

4. innovative

5. cross-cultural management

**II. Try to translate the following passage into Chinese**

随着跨国公司跨国性的提高，他们的企业战略需要考虑不同市场间的文化共性和文化差别。法国汽车巨头雷诺公司就是一个很好的例子。多年来，雷诺公司打造的生产线很狭窄，因为它主要在法国销售。由于地域市场有限，并且所售汽车仍存在质量问题，公司的效益处于平庸状态。然而，数年前，雷诺公司做了若干战略决策，极大改变了企业经营方式。除了别的之外，它还收购了日本日产汽车、韩国三星和罗马尼亚达西亚汽车的控股权。

**III. Topic Discussion**

Omitted

UNIT 18 Business Start-ups and Entrepreneurship

Text A What Entrepreneurial Ecosystems Need to Flourish

I. Vocabulary

1.e

2.c

3.f

4.g

5.h

6.a

7.d

8.i

9.j

10.b

**II.** Translation

1.二十年前，詹姆斯摩尔提出了经济聚集的生态系统概念，詹姆斯摩尔热衷于生态隐喻，在当时是一名商业顾问和人权主义。

2.金融部门已经被风投基金会代替，法律部门也被律师事务所取代，大学取代了研究部门，公共关系代理机构则取代了宣传部门等。

3.这更好的解释了这类生态系统的其他特征，例如：对失败的宽容、不间断的创业会谈、会议、聚会，最突出的还是天花乱坠的宣传报道。

4.在风投成为金融防御的最佳选择之前，第二次世界大战以及冷战期间，即使是在硅谷，美元仍然是强劲的经济动力。

5.家庭更希望自己的孩子在跨国公司甚至是政府内部获得稳定的工作，而投资人同样也更愿意将资本安置在海外而非本地互联网创业公司。

III. Topic Discussion

1. When probing into the reasons why a start-up succeed, many factors should be considered including but not limited to: the strength of the founder's idea might seem to be the biggest factor responsible for a business’s success, but it’s really only a small element of how things might turn out.Leadership is important in start-ups. Leaders make the decisions, set the vision and inspire people to work harder for a group’s goals.Teammates will be the ones maintaining the business, driving innovation and executing your high-level goals. Stages of funding and monitoring of cash flow are also important. Except for these factors, the execution of a plausible plan, appropriate timing of conduction of business activities will help survive in severe competition.

2.Venture capital is a type of private equity, a form of financing that is provided by firms or funds to small, early-stage, emerging firms that are deemed to have high growth potential, or which have demonstrated high growth (in terms of number of employees, annual revenue, or both). Venture capital firms or funds invest in these early-stage companies in exchange for equity–an ownership stake–in the companies they invest in. Venture capitalists take on the risk of financing risky start-ups in the hopes that some of the firms they support will become successful. Start-ups should seek plenty of capital to ensure steady growth of the company and VC is one of the most significant way of funding. The examples of the current sharing bicycles mobike and ofo which are the top two sharing bicycles companies without exception all get a very handsome amount of money from business titans such as Tencent to Xiaomi.

3.-Ad Agency

Use your creativity to come up with knock-out ad campaigns for clients.

-Buffet-Only Restaurant

Let customers customize their dinners at a buffet restaurant.

-Chocolate Making

If your chocolate expertise can offer something the grocery store candy aisle can't, you could be in business.

Text B Reinvent the Company

I.Multiple Choices

1.A

2.B

3.C

4.C

5.D

II. Translation

Entrepreneurial activities have been in active period in China. According to Global Entrepreneurship Monitor(GEM), chances of starting up a new company in China are numerous,but the level and ability of business start-ups are not reaching the world average standard. In China, necessity entrepreneurship, which aims to ensure basic income source,still remains the mainstream rather than opportunity entrepreneurship,pursuing better development opportunities and creating more wealth. Under this circumstance,increasing number of high education institutions in China are setting out to provide entrepreneurship education with a lack of faculty resources. Through cooperation with Nankai University, Babson College hold the intention of breeding latest teaching faculty for entrepreneurship and promote entrepreneurship education and events in China. The College hopes that the cooperation will help more Chinese people make their entrepreneurial dreams come true.

III. Cloze Test

1.a

2.b

3.f

4.j

5.c

6.i

7.h

8.g

9.d

10.e