

Unit Seven

Making Business Arrangements

Learning Objectives

Listening and Speaking

1. Listen and Practice
2. Act Out

Reading

1. Text
2. Exercises

Practical Writing

Supplementary Reading



Learning Objectives

After completing this unit, you will be able to:

- know what arrangements a secretary has to make in a company
- know how to make these arrangements
- Learn the skills and the points that secretaries should pay attention to while doing these arrangements



Listening and Speaking

Part One Listen and Practice

Business Arrangements

Dialogue 1

1. Listen to the dialogue, and fill in the blanks.

Jim : Hello. Jim's here. Is Mr. Wilson in ?

Mr. Wilson : Hello. Jim. This is Mr. Wilson speaking. What can I do for you ?

Jim : I'd like to meet you today.

Mr. Wilson : What would you like to talk about ?

Jim : I'm with Hardford Public Relations. I'd like to come by and present to you our services.

Mr. Wilson : I'm sorry, but I'm really tied up today.

Jim : How about tomorrow then ?



Listening and Speaking

Mr. Wilson : Oh. Sorry, Jim. I have a tight schedule . But Helen can meet you instead . She is the manager of the Public Relations Division.

Jim : What time is convenient for her ?

Mr. Wilson : I'm sorry, I don't know. But you can contact with her secretary. The extension number is 7462.

Jim : Thank you, sir. Sorry to trouble you.

Mr. Wilson : No trouble at all. Good-bye.

Jim : Good-bye.

Listening and Speaking

2. Listen to the dialogue again, and answer the questions you will hear. Write your answers below.

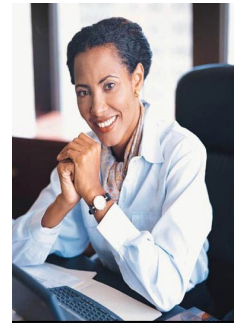
Does Mr. Wilson have spare time today?

(1) **No, he is busy.**

Who will meet Jim instead?

Helen, manager of the Public Relations Division will meet him.

(2)





Listening and Speaking

Dialogue 2

1. Listen to the dialogue, and fill in the blanks.

Mr. Green : Hello, Helen ?

Helen : Yes. Speaking.

Mr. Green : Mr. Green here. I'm afraid I can't meet you on the day we planned.

Helen : Why ?

Mr. Green : I have to go on a trip urgently. Would it bother you if we changed the date ?

Helen : Well, it depends. Actually I'm rather busy next week. If we can't meet this Friday, it'll have to wait until the week after next.



Listening and Speaking

Mr. Green : OK. Well. Let me **check** my schedule... I've got a meeting at 9:30 on Friday, how about Friday afternoon ?

Helen : Yes, fine. At **exactly what time** ?

Mr. Green : It **depends on you.**

Helen : I'll be free after 3:00. Could you be here at 3:10 ?

Mr. Green : Yes, that'll be fine. I'll just note it down in my **schedule** That's Friday afternoon on the week after next. Right, I'll be at your office at 3:10 then .

Helen : OK. **May** you have a good trip.

Mr. Green : Thank you. See you Friday afternoon. Good-bye.

Helen : Good-bye.



Listening and Speaking

2. Listen to the dialogue again, and answer the questions you will hear. Write your answers below.

(1) Why won't Mr. Green meet Helen on the day they have previously planned?

Because he will go on a trip urgently.

What time will Mr. Green be at Helen's office?

(2) On the week after next, on Friday afternoon, at 3:10.



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Listening and Speaking

Dialogue 3

Listen to the dialogue, and fill in the blanks. You will hear the recording twice.

(In this conversation, we are in the head office of a major advertising agency. It is a high-activity / high-pressure environment. Gail Lewis, an executive secretary, is walking along with her boss, Gerry Ameson, as he goes to his next meeting.)

Gail: Sir, Mr. James from Editing would like your opinion on this report.

Gerry: I'm too busy right now. Would you please put it in my in-box? I'll add it to my PIM's To-Do list.

Gail: Yes sir. And Sally Jones from Photography wants to discuss the Osten campaign.

Gerry: Hmm, yes, that's a key issue we still have to resolve. What's my schedule like?

Gail: The earliest slot available is in two days.

Gerry: OK, make an appointment for a meeting with her. While you're at it, make an appointment with the client after the meeting with Sally. We'll discuss the final design and the contract.

Gail: According to your planner, you wanted to check on the Farley project today.

Gerry: No need. The design's available. Now, where did I put the minutes for last week's meeting... oh, there they are! Let me see the agenda for this next meeting, please.

Gail: Right here, sir.



Listening and Speaking

Part Two Act Out

1. First complete the short dialogue by translating the Chinese into English, and then practice them with your partner.

Jack: I have a feeling that there are bright prospects for us to cooperate in this field. I wish to go into business relations with your company.

Helen: (您的愿望和我们完全一致。)

Your desire happens to coincide with ours.



Listening and Speaking

Jack: Regarding our financial position, credit standing and trade reputation, please refer to our bank or to our local chamber of commerce.

Helen: (谢谢您提供的信息。)

Thank you for your information.



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Listening and Speaking

2. Create a short dialogue for each of the following situations and practice them with different partners.

- (1) Establish negotiations with your client in order to have a friendly business cooperation with him in the upcoming years.
- (2) Convince your customer of the reasonable price quotation.
- (3) Discuss with your sales manager in order to formulate a sales plan.
- (4) Notify your accounting supervisor that you would like to check the financial statements.



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Reading

Part One Text

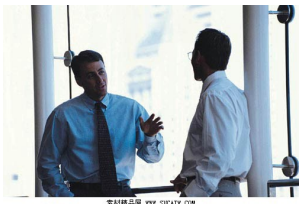
Predicting Failure in Business Arrangement

Administrative assistants and secretaries are responsible for a variety of administrative and clerical duties necessary to run an organization efficiently. They serve as the information and communication manager of an office. The core responsibilities for administrative assistants and secretaries have remained much the same: performing and **coordinating** an office's administrative activities, and storing, retrieving, and integrating information for **dissemination** to staff and clients.



Reading

However, the role of the office professional has greatly **evolved**, as the reliance on technology continues to expand, Office automation and organizational restructuring have led administrative assistants and secretaries to assume the responsibilities that were once reserved for managerial and professional staff.





Reading

Specific job duties vary with experience and titles. Executive secretaries and administrative assistants, for example, may perform fewer clerical tasks than secretaries. In addition to arranging conferences and scheduling meetings, they may be responsible for more complex tasks, such as conducting research, preparing statistical reports, training employees, and hiring and **supervising** other clerical staff.



Reading

Generally, executive secretaries and administrative assistants are now required to conduct research on managerial work to provide orientation information, and to operate and troubleshoot the arrangement of company business. In order to predict the likelihood of business problems and failures, it is necessary for executive secretaries and administrative assistants to **gauge** the strengths and weaknesses of an organization's management and the financial **stability** of a business.



Reading

As an executive secretary or administrative assistant, one of the fundamental duties in daily office **routine** is to be familiar with these areas, as they are of vital importance to the success of the arrangement in company business. [1]
One method of predicting business failure is to divide problems in business management into three different categories:





Reading

Shortcomings of a Company

- **Bossy** or single-minded managers and directors
- Idle or lazy management
- **Lack of** financial controls such as budgets of cash flow forecasts [2]
- Not comparing actual results to expected results
- Poor communication between the various managements [3]
- Lack of control over debt collection



Reading

Mistakes of a Company

- Expanding the operations of a company without sufficient funds
 - Relying too much on overdrafts
 - High borrowings such as loan commitments
 - Bad or lack of planning which leads to the failure of certain operations
 - Getting involved in long and expensive legal battles
 - Allowing certain customers the access to extended credit lines
 - Irresponsible purchasing of goods and materials
 - Heavy reliance on large customers
 - Late payment of crown taxes
-



Reading

Signs of Business Failure

- **Diminishing** bank accounts
- Hiding or **ignoring** problems
- Falling product or service quality
- Lack of specialist staff
- Lack of a predictive business plan
- Statutory demands and threats of legal action
- Poor or lack of communication with banks



Reading

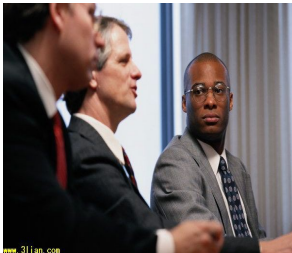
Please note that most business failures can be avoided by thinking about the consequences of the above situations. The most common scenario is that business and trade continue, until one creditor suddenly asks for an immediate payment; only then do the managers (*or directors*) realize that the company may be insolvent. The problem is that most managers **neglect** all the signs of failure, hoping that they can trade out of **adverse** situations.[4] Nevertheless, an *executive secretary* or *administrative assistant*, after an intensive research, may become **aware of** the unfavorable situation; he/she can then make positive proposals to help the managers smooth over the problems.



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Reading

As other staff assume more of the duties mentioned above, there is a trend in many offices for professionals and managers to replace the traditional arrangement of one secretary per manager with *executive secretaries* and *administrative assistants* who support the work of a whole system, department or unit. This approach often means that an *executive secretary* or an *administrative assistant* has to assume added responsibilities, being considered valuable members of a team. [5]



Exercises

Notes

[1]one of the most important duties in the routine work is that you should be familiar with these areas as they are highly important to the success of the arrangement in company business. 日常工作中最重要的责任之一就是你应该对这些领域很熟悉，因为它们对公司业务管理方面的成功至关重要。

Of vital /great / crucial importance: 极为重要的

Notes

[2] Lack of financial controls such as budgets of cash flow forecasts 财务监管的不足，比如说现金流预测的预算方案的不足。

cash flow forecast 现金流预测。该句的意思是指：公司能否持续经营下去并不在于资产规模的大小，也不在于账面上会计利润的高低，而在于是否有足够的现金流支撑维系下去。决策者如果能对企业未来的现金流量做出较为准确的预测，有着重大而深远的意义。

Notes

[3] Poor communication between the various managements. 管理层之间缺乏沟通。

management: 资方； 经理； 管理人员



Notes

[4] The problem is that most managers neglect all the signs of failure hoping that they can trade out of adverse situations. 问题在于大多数经营者忽视了生意破产的全部信号，而只是期待他们能够摆脱不利形势。

此句是宾语从句，其主语是 **problem**，谓语是 **that most managers neglect all the signs of failure, hoping that they can trade out of adverse situations** 是大宾语，即从句部分。

从句部分中的 **most managers** 是其主语，**neglect** 是其谓语，**signs** 是其宾语。**hoping** 是 v-ing 形式，是非谓语动词，它与从句主语 **most managers** 是主动关系，表示伴随状态。

Notes

[5] ...an executive secretary or an administrative assistant has to assume added responsibilities, being considered valuable members of a team. 执行秘书和行政助理要承担更多的职责并被视为团队中不可或缺的一分子。





Reading

Part Two Exercises

I. Reading Comprehension: Read the text carefully, and choose the best answer for each of the following.

1. Which of the following is not included in the three categories of problems in business management mentioned in the text? **D**
 - A. The weaknesses of a business.
 - B. The presage of business failure.
 - C. The errors of a company.
 - D. The corruption of a company.





Reading

2. Why do most managers neglect all the signs of failure? **C**
- A. They are afraid to be punished.
 - B. They don't think these are serious enough to lead to failure.
 - C. They believe they can solve the problems by trading.
 - D. They don't know how to manage a company.
-



Reading

3. What is the most common sign of failure of a company? **B**
- A. Diminishing bank accounts.
 - B. A creditor asking suddenly for immediate payment.
 - C. Product or service qualities fall.
 - D. Involvement of a company in legal action.





Reading

4. Which of the following is NOT mentioned as a mistake of a company? A
- A. Lack of control over book debt collection.
 - B. Relying too much on the overdrafts.
 - C. Heavy reliance on large customers.
 - D. Irresponsible purchasing of goods and materials.





Reading

II. Vocabulary and Structure: Choose the best one to complete each of the following sentences.

1. Depression is often caused by the **D** effects of stress and overwork.
A. total B. increased C. terrific D. cumulative
2. Indecision is his chief **A** .
A. defect B. mistake C. wrong D. advantage



Reading

3. Gutman argues convincingly that the **C** of negro families encouraged the transmission of their cultural heritage and folklore, music and religious expressions from one generation to another.
A. ability B. capability C. stability D. activity
4. If we **B** our efforts we should be able to win the game.
A. extinct B. coordinate C. concentrate D. deteriorate



Reading

5. The general manager likes to be on hand to **C**
the workers on the production line.
A. monitor B. enjoy C. supervise D. advocate
6. We had to **B** the truth from a mass of confused
evidence.
A. look B. evolve C. guess D. lead



Reading

7. The development of this area is influenced by the lack
_____ **C** _____ natural sources.
A. with B. in C. of D. on
8. We must find a way to get our company's business out of
the _____ **A** _____ situation.
A. adverse B. averse C. avert D. advertise





Reading

9. The young man and his wife were charged with getting **B** in taking bribes.
A. involve B. involved C. involving D. involves
10. It is a/an **D** urban school with children of different races and social classes from this city.
A. convicted B. released C. haunted D. integrated



Reading

III. Blank Filling: Choose one word or phrase from the box, and complete each sentence with its proper form.

count, depend, bossy, stable, overdraft, budget, diminish, insolvent, achieve, assign,

1. Everyone is annoyed by the bossy manager and his cavalier treatment of secretaries.
2. Nothing can diminish her enthusiasm for the project.
3. Many of our members are interested in the achievement your company has made in sales.
4. Financial count is one of the key elements for the success of a company.
5. He has a huge overdraft to pay off.



Reading

count, depend, bossy, stable, overdraft, budget, diminish, insolvent, achievement, assign,

6. The Chancellor of the Exchequer is expected to announce tax cuts in this year's **budge**.
7. The company also gives the duties usually **assigned** to secretaries during meetings and before and after meetings.
8. Many employers resigned because the company was about to be **insolvent**.
9. Membership lists should be **stable** and accurate and as up to date as possible.
10. This may **depend** on which method the affiliate uses for its records: computer, print or barilla.



Reading

IV. Cloze: Choose the best one from the four choices to finish the passage.

The secretaries of the company must ___1___ that the procedure for the appointment of directors is properly ___2___ and they should assist in the proper induction of directors, including ___3___ the specific training needs of directors or executive management.

1. A. assure B. ensure
C. insure D. sure

Key: B

2. A. carried on
B. carried off
C. carried out
D. carried through

Key: C

3. A. assessing
B. assess
C. assessed
D. assessment

Key: A



Reading

They need also to be ___4___ to provide ___5___ practical support and guidance to directors both as individuals and as a collective with particular emphasis on supporting the non-executive directors. They should also facilitate the acquisition of information by all and ___6___ committee members ___7___ they can maximize their ability to contribute to board meetings, discussions etc.

4. A. available B. avail
C. prepare D. preparing

Key: A

5. A. comprehension
B. comprehend
C. comprehensive
D. comprehended

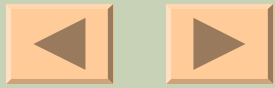
Key: C

6. A. especially B. particular
C. particularly D. specific

Key: C

7. A. that B. in order to
C. so D. so that

Key: D



Reading

___8___ to these tasks, they need to assist in the compilation of board papers and to filter them to ensure ___9___ with the required standards of good governance. It may also be part of the company secretary's role to ___10___ matters which may warrant the attention of the board.

8. A. As B. So
C. In order D. So that

Key: A

9. A. compliance
B. complaint
C. compliant
D. comply

Key: A

10. A. rise B. raise
C. arise D. rinse

Key: B



Reading

V. Translation: Translate the following sentences into Chinese.

1. Generally, the secretary is appointed by the directors.

通常秘书由经理们来任命。

~~2. The company secretary doesn't have to be a director but they do share some of the directors' legal responsibilities.~~

公司秘书不一定是董事，但他们确实要分担一些公司经理所承担的法律 responsibility。



Reading

3.No qualifications are required to be the company secretary of a small private company.

担任私人小公司的公司秘书一职是不需要什么资质的。

4. The directors have the duty of assuring that the secretary they chose is someone who has the requisite knowledge and work experience to discharge the functions of a company secretary.

公司经理有责任确保公司秘书须具备必要的知识水平和工作经历，能胜任公司秘书这一岗位的工作。



首页

Reading

5. A company may have an assistant doing the job also of a secretary if no secretary is available at the moment or if the post for company secretary is vacant.

如果公司没有足够的秘书或是秘书岗位空缺的话，那么公司有可能让一个助手来充当秘书一职。





Practical Writing

Making Reservations

In making reservations, the first step is to contact a hotel, restaurant, an airline company, etc. Usually, the company secretary is responsible for making reservations, as well as maintaining a flexible schedule to ensure that no negligence occurs.



Practical Writing

Reservations in advance can be made either by sending a reservation letter to the hotel, by going to the hotel and personally making the reservations, or by calling and making the reservation by telephone. It is also possible to use the telegraph, but nowadays fax and telex reservation have become more popular.





Practical Writing

When dealing with letter, e-mail or fax reservation (letter of reservation), a company secretary should know the date and time of arrival of the guests. He/she also has to be familiar with the type of hotel and room, how many days the guest will be staying, the room rate, information on payment, service conditions, etc., besides ensuring that the reservation be confirmed. In addition, a company secretary has to be competent on handling the guests' enquiries, and be informed about local hotels.



Practical Writing

Here follows two sample letters of reservation: _

Hotel name

Street Address

Zip Code and City

Country

(Fax)

Dear Sirs,

Please reserve for me a (single, double, double-bed) room starting from (date) up to and including the night of (date), including (breakfast, half pension, full pension). Please confirm this reservation, in English, as soon as possible.

Best regards

Yours faithfully,

John Smith

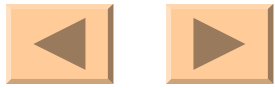
heading

**check-in &
check-out date**

room type

**complimentary
close**

service condition



heading

919 West 49th Street
Middletown, Ohio 45042
U.S.A.

July 25th, 2005

The Manager
Seascape Hotel, Marine Parade
Brighton, Sussex, England

Room type

Dear Sir,

salutation

Our corporation has arranged for a display at the forthcoming World Trade Fair to be held in London on July 26th, 2005, Therefore, we'd like to book two rooms at your hotel for four nights from July 27th to July 31st. Have you got a double room with a bath and a single room with shower?

check-in & check-out date

In addition, please kindly reserve us three seats in the plane leaving London for New York at 10:40 a.m. on Saturday, August 1st. Please confirm this reservation.

Hoping to have an early reply.

complimentary

close

Signature

Yours faithfully,
John Smith



Practical Writing

It is common nowadays for a company secretary to make a reservations via the Internet. Once you've registered in a website, making a reservation becomes even faster and easier. When making online reservations, company secretaries are required to know how to contact hotels, airline companies or restaurants by e-mail or by online forms.





Practical Writing

Reservations by e-mail usually contains five parts :

- a)To : Input the e-mail address of the addressee.
- b)Subject : Enable the receiver to understand the contents briefly.
- c)CC (carbon copy): the copy of an email sent to another addressee other than the main addressee.
- d)Body: the content or body text of an e-mail, which is similar in form and style to a normal letter.
- e)Attachment: to send programmes, files, pictures, etc.



Practical Writing

To: hotelrev@aston.com

Cc:

Body:

Subject: Room Reservation

Reservation Office,

I'd like to book a single room with bathroom and three double rooms with bathrooms from Dec. 1st to Dec. 3rd. And I would also like to rent a meeting room for a business meeting in the afternoon of Dec. 1st.

Please reply as soon as possible informing if the rooms are available, the price, and if I should make a deposit.

Thanks.

**Regards,
Lin Qi**



Practical Writing

As to the kind of language, an e-mail for making reservation is generally less formal in style; sometimes the “dear...” can be omitted from the salutation. Besides, the ending remarks can also be simpler; one can write for example, “thanks”, “best”, “cheers”, etc. Bear in mind that it is helpful to become familiar with the sentence patterns of making a reservation.

- 1) I'm writing to make reservation of ...
- 2) Please kindly reserve me two seats in...
- 3) Could you please make reservation in... for me?
- 4) Kindly reserve me two seats in the flight leaving London for Beijing at 2:30 p.m. the day after tomorrow.





Practical Writing

- 5) Will you please reserve/book a second-class cabin on the train...leaving London for Southampton?
- 6) I shall thank you if you could make me a reservation of a room, single with bathroom for eight nights from July 4th till July 7th . I'd like a quiet room away from the street if possible.
- 7) I'll be obliged if you could reserve...for me.
- 8) I prefer a room with a view of the sea if possible.

Exercises





Practical Writing

Exercises

1. Write a reservation letter according to the following situation.

你是上海国际贸易公司的秘书，你想为国际贸易公司的客户威尔逊先生预订一个带浴室的双人房间。如果可能的话，要朝花园的房间。日期是从3月2日到3月7日，包括这两天。并希望酒店能写封信确认预订。

1. 预定日期：2008年2月25日
2. 酒店的地址信息：泰国曼谷马里大街（Marne Street）的格兰德大酒店（Grand Hotel）
3. 你公司的地址信息是：中国上海中山路128号，上海国际贸易公司



首页

Practical Writing

Shanghai International Trading Corporation
128 Zhongshan Road
Shanghai, China.
February 25th, 2008

The Manager
Grand Hotel, Marne Street
Bangkok, Thailand
Dear Sir,

I'd like to book a room for Mr. Wilson of the International Trading Corp. He plans to stay in your hotel for six nights, from the 2nd of March to the 7th of May, inclusive. Have you got a double room with bath? Overlooking the park, if possible?

In addition, please kindly to send us a confirmation of the reservation.
Hoping to have an early reply.

Yours faithfully,
Joan



Supplementary Reading

Start to Manage Your Business

Starting a business requires you to complete a number of steps and make some key decisions. Though part of your overall plan, you'll need to select a location, decide on a business structure, and obtain the necessary licenses and permits. In addition, determining which financing options will meet your short-term needs and long-term goals is crucial.

Successfully managing a business requires specific management skills in addition to knowledge of key business practices. If you want to manage your business you should learn about leadership traits, marketing basics, decision-making skills, legal considerations, financing options, and how to manage your employees. Additionally, setting prices, filing your business taxes, and forecasting for future growth are equally important.

Supplementary Reading

Plan Your Business

What is a business plan and why do I need one?

Planning is critical to successfully starting and building a business. So, before starting to manage your business, it is necessary to make a business plan. A business plan precisely defines your business, identifies your goals, and serves as your firm's resume. Its basic components include a current and pro forma balance sheet, an income statement, and a cash flow analysis. It helps you allocate resources properly, handle unforeseen complications, and make the right decisions. As it provides specific and organized information about your company and how you will repay borrowed money, a good business plan is a crucial part of any loan package. Additionally, it can tell your sales personnel, suppliers, and others about your operations and goals. Once your business is up and running, you'll need to regularly review and update your plan to manage growth. [1]

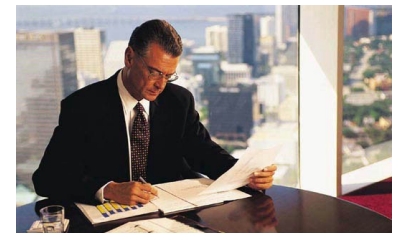


Supplementary Reading

Why do I need to define my business in detail?

It may seem silly to ask yourself, “What business am I really in?”, but some own-ers/managers have gone broke because they never answered that question. One watch store owner realized that most of his time was spent repairing watches, while most of his money was spent selling them. He finally decided he was in the repair business and discontinued the sales operations. His profits improved dramatically. From the story above, we could know defining your business correctly is favourable to the future growth of your business.

译文





Supplementary Reading

Plan Your Work

The importance of a comprehensive, thoughtful business plan cannot be overemphasized. Much hinges on it: outside funding, credit from suppliers, management of your operation and finances, promotion and marketing of your business, and achievement of your goals and objectives.

“The business plan is a necessity. If the person who wants to start a small business can’t put a business plan together, he or she is in trouble,” says Robert Krummer, Jr., chairman of First Business Bank in Los Angeles.

Supplementary Reading

Despite the critical importance of a business plan, many entrepreneurs drag their feet when it comes to preparing a written document. [2] They argue that their marketplace changes too fast for a business plan to be useful or that they just don't have enough time, but just as a builder won't begin construction without a blueprint, eager business owners shouldn't rush into new ventures without a plan.



Supplementary Reading

Before you begin writing your business plan, you'd better consider four core questions:

- What service or product does your business provide and what needs does it fill?
- Who are the potential customers for your product or service and why will they purchase it from you?
- How will you reach your potential customers?
- Where will you get the financial resources to start your business?



Supplementary Reading

Strategic Planning

Too many people think strategic planning is something meant only for big businesses, but it is equally applicable to small businesses. Strategic planning is matching the strengths of your business to available opportunities.^[3] To do this effectively, you need to collect, screen, and analyze information about the business environment. You also need to have a clear understanding of your business—its strengths and weaknesses—and develop a clear mission, goals, and objectives. Acquiring this understanding often involves more work than expected. You must realistically assess the business you are convinced you know well.





In addition, strategic planning has become more important to business managers because technology and competition have made the business environment less stable and less predictable. If you are to survive and prosper, you should take the time to identify the niches in which you are most likely to succeed, and to identify the resource demands that must be met. [4]

To sum up, a business plan provides for future growth. If you have not yet finished— or need to update— your business plan, now is the time. The success of your business depends on it!





Exercise

Read the text carefully, and choose the best answer for each of the following.

1. Which of the following is NOT correct? **D**
 - A. Starting a business requires you to make some key decisions.
 - B. Specific management skills and knowledge of key business practices are both important to managing a business.
 - C. Marketing basics and filing your business taxes are equally important.
 - D. Setting prices is less important than legal considerations.

 2. When is it necessary to make a business plan? **C**
 - A. When your business is up and running.
 - B. In the process of forecasting for future growth.
 - C. Before starting to manage your business.
 - D. When you collect information about the business environment.
-



Exercise

3. About business plan, which of the following is correct? **D**
- A. A business plan precisely defines your business and identifies your goals.
 - B. It helps you handle unforeseen complications.
 - C. A good business plan is an important part of any loan package.
 - D. All of above.
4. The author tells the story about the watch store because the **B**.
- A. story is very interesting
 - B. author wants to show the importance of defining a business correctly
 - C. author wants to show that repairing store gains more profits
 - D. author wants to show that defining a business in detail has nothing to do with a business.

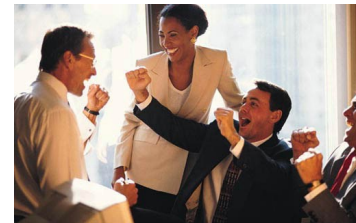


Exercise

5. Which of the following is NOT mentioned in the text?

A

- A. Sell your business or transfer ownership, if you want to get out of your business.
- B. Strategic planning is equally applicable to small businesses.
- C. Eager business owners shouldn't rush into new ventures without a business plan.
- D. A good business plan tells your sales personnel.



Notes

[1] Once your business is up and running, you'll need to regularly review and update your plan to manage growth. 一旦你的公司运作起来，为了公司的发展你需要经常复查和更新业务计划。

up and running : 在运转

e.g. The new system will be up and running next year.
明年，新系统就会运转起来了。

review: an examination of sth., with the intention of changing it if necessary. 审查，检查（以进行必要的修改）



Notes

[2] Despite the critical importance of a business plan, many entrepreneurs drag their feet when it comes to preparing a written document. 不管业务计划有多重要，许多企业家一到准备写业务计划的时候就故意拖拉。

when it comes to doing sth. : 当涉及某事（或做某事时）

e.g. When it comes to getting things done, he's useless.
一涉及到做事，他就不中用了。



Notes

[3] Strategic planning is matching the strengths of your business to available opportunities. 战略计划就是把你公司的优势与可利用的时机进行配对。

match sth. to sth: 找相称；将…配对

e.g. The aim of the competition is to match the quote to the person who said it.

比赛的要求是把引文和它的作者配在一起。

strength: 优势

e.g. Be aware of your own strengths and weakness.
要知道自己的优点和缺点。



Notes

[4] If you are to survive and prosper, you should take the time to identify the niches in which you are most likely to succeed, and to identify the resource demands that must be met. 如果你想让公司生存和繁荣，你应该花时间找到最可能使你成功的商机和你必须要满足的财力需求。

niche : (产品的) 商机; 市场定位

e.g. a niche market 有利可图的市场

resource demands: financial resources



开始管理自己的事业

开创一项事业要求你完成一系列步骤并且做出一些关键性的决定。纵然只是你整体计划中的一部分，你还是需要选择一个地点，决定一个业务结构，以及获得必要的许可证和执照。此外，至关重要的是决定哪种财务特权可以满足你短期的需要和长期的目标。

成功的管理一项事业除了拥有关键的商业行为知识以外，还需要有特别的管理才能。如果你想管理自己的事业，你应该学习领导艺术，营销基础，决策技能，法律考量，财务特权，以及如何管理你的员工。除此之外，定价，归档营业税，以及预期未来的增长情况都是同等重要的。

译文

计划你的业务

什么是业务计划和为什么我需要它？

计划对于成功地开创和建立一项事业是至关重要的。因此，在开始管理你的业务之前，很有必要制定一份业务计划。业务计划精确的阐述你的业务，确定你的目标，并且可以作为你公司的摘要。它基本的组成部分包括当前的和预计的资产负债表，所得计算书，和资金流动分析。它有助于你适当的分配资源，处理不可预见的复杂情况，并且做出正确的决定。由于它提供了有关你的公司的详细而有机的信息，以及你将如何偿还借款，因此一份好的业务计划也是任何贷款项目的重要组成部分。此外，它可以告诉你的销售人员，供应商，和其他人你的事业和目标。一旦你的公司运作起来，为了公司的发展，你需要经常复查和更新业务计划。

为什么我需要详细阐述我的业务？

问自己这个问题可能很傻，“我现在在做什么业务？”，但是有些业主 / 经理已经终止了事业因为他们从不问这样的问题。一位手表店店主意识到他的大部分时间都花在了修理手表上，而他大部分的钱都花在了出售手表上。他最终决定他是在做修理业务，并结束了销售业务。他的利润急剧增长。从以上这个故事，我们可以得知正确的阐明你的业务对你事业未来的增长是很有利的。

译文

计划你的工作

一份全面、经过认真推敲的业务计划的重要性再怎么强调都不为过。许多事情都取决于它：吸纳资金、从供应商处赊购货物、管理你的业务和财务、促销和营销你的事业，以及达成你的目标和目的。

“业务计划是必要的。如果一个想要开创一项小型事业的人不能够整理一份业务计划的话，他/她就会有麻烦了，”老罗伯特·克鲁默尔，洛杉矶第一商业银行主席，说道。



译文

不管业务计划有多重要，许多企业家一到准备写业务计划的时候就故意拖拉。他们辩称他们的市场变化太快，业务计划没有用处；或者称他们没有足够的时间，但是就是一个建筑工人如果没有设计图也不会开始建筑，迫切的企业主人们不应该在没有计划的时候就匆忙开始新的冒险。



译文

在开始撰写你的业务计划之前，最好考虑四个核心问题

:

- 你的业务提供何种服务或产品，以及它们满足何种需求？
- 你的产品和服务的潜在顾客是谁，以及为什么他们要从我这里购买？
- 你怎样联系你的潜在顾客？
- 你从何处可以获得财务资源来开始你的事业？



战略计划

太多的人认为战略计划意味着只适用于大型企业，但是它也同样适用于小型企业。战略计划就是把你公司的优势与可利用的时机进行配对。有效的做好它，你需要收集，筛选，和分析有关商业环境的信息。你还需要对你的业务有一个清楚的认识——它的优势和劣势——并研制出清楚的任务，目标和目的。拥有这样的认识通常需要比想象中还要多的工作。你必须真实的评估你认定你所了解的业务。

译文

此外，战略计划对于业务经理们来说变得越来越重要，因为技术和竞争已经使商业环境变得更加不稳定和不可预料。如果你想让公司生存和繁荣，你应该花时间找到最可能使你成功的商机和你必须要满足的财力需求。

总而言之，业务计划带来未来的增长。如果你还没有完成——或者需要升级——你的业务计划，现在就是时候了。你事业的成功就取决于它！



Language Points

coordinate v. to work together harmoniously
配合，协调

e.g. The hospital is badly in need of a nursing staff
that coordinates smoothly.

这家医院急需协同工作配合得很好的护理人员

Every department in the company should
coordinate well with each other.

公司的各个部门应该很好的互相配合。

原文



Language Points

disseminate v. to spread abroad; promulgate
散布，传播

e.g. It is a shame to disseminate rumors.
散布谣言是可耻的。

Professor Johnson's findings have been widely disseminated.

约翰逊教授的发现已经被广泛传播。

dissemination n. 传播，散布



Language Points

evolve v. to develop or achieve gradually
使发展逐渐发展或完成

e.g. The British present political system has evolved over several centuries.

英国的现行政治制度是经过几个世纪逐步发展而成的。

Jane has already evolved a style of her own.
简已经逐渐形成了自己的风格。



Language Points

supervise v. to be in charge of ; to have the charge and direction of

监督，管理；指导

e.g. Mrs. Zhang supervised our reading class last year.
去年张老师负责我们的阅读课。

Franklin will closely supervise the investigation on the project.

富兰克林将会严密的负责这个项目的调查。

Language Points

gauge v. to evaluate or judge 评估；判断

e.g. The manager asked the secretary to gauge how many people were in the meeting room.

经理让秘书估计出会议室有多少人。

Before we hire a person, we should gauge a his ability.

在我们雇用一个人之前，我们应该先评估他的能力



Language Points

stable adj steady and not likely to move or change
固定的；稳定的；不动摇的

e.g. Please give the worker a stable ladder.
请给那个工人一架平稳的梯子。

The spokesman said the market in this region is flourishing and prices are stable.

发言人说这个地区的市场繁荣，物价稳定。

stability n 固定；牢固；稳定

e.g. This kind of conduct could threaten the peace and stability of the region.

这种行为会威胁这个地区的和平与稳定。

Language Points

routine n. a prescribed, detailed course of action to be followed regularly
常规；惯例；例行公事

e.g. My mother's departure had upset the daily routine of my family.

妈妈的离开打破了我们家的日常生活。

Sending and receiving letters is a task which we do every day as a matter of routine

收发信件是我们每天都要做的日常工作。



Language Points

bossy adj. given to ordering others around
专横的，霸道的，喜欢发号施令的

e.g. Everyone doesn't like Mary's bossy loud sister.
每个人都不喜欢玛丽的专横又爱大喊大叫的姐姐。
What I want is a partner, not a bossy boss.
我想要的是一个合作伙伴，而不是一个专横的老板。



Language Points

lack of 缺少

e.g. The lack of rain worsened the serious lack of food.

干旱少雨使缺粮问题更加严重。

Serious lack of circulating fund forced the closure of the company.

公司因严重缺乏流动资金而被迫关闭。



Language Points

rely v. to be dependent for support or help

（常与 on 连用）依靠；依赖

e.g. You should always remember that success relies on your own efforts.

你要永远记住成功依靠自己的努力。

For its income, Tom's company relies heavily on his father's support.

汤姆的公司在收入方面很大程度是依靠他父亲的支持。



Language Points

commitment n 承担义务；承诺；约定

e.g. Mr. White promised a commitment to pay \$10000 to Red Cross.

怀特先生承诺向红十字会提供 10000 美元。

The secretary in our company takes on too many commitments.

我们公司的秘书承担的义务太多了。



Language Points

diminish v. to make smaller or less
缩小；变小；减少

e.g. His company's income diminished because the quality of their product and service dropped.
他公司的收入减少了，因为他们的产品和服务的质量下降了。

The sales manager likes to diminish the achievements of his colleagues.

销售经理喜欢贬低同事们的成就。

diminishing adj. 逐渐缩小的



Language Points

ignore v. to refuse to pay attention to; disregard.

不理睬；忽视

e.g. Jack completely ignored all these problems as though they never existed.

杰克完全无视这些问题，好象它们根本不存在似的。

。

I tried to tell her that she was hired, but she ignored me.

我打算告诉她她被雇佣了，可是她不理睬我。



Language Points

neglect v. to pay little or no attention to; fail to heed; disregard:

疏忽，忽视

e.g. There is a saying that if you neglect your property, it will depreciate.

俗话说，如果你忽视你的资产，它无形中就贬值了。

。

The gate keeper was fired because he neglected his duties.

守门人被解雇了，因为他玩忽职守。

原文



Language Points

adverse adj. harmful or unfavorable 不利的

e.g. Adverse circumstances compelled him to close his business.

生意不景气，迫使他不得不停业。

You should be strong enough to survive in the adverse circumstances.

你必须要有足够坚强才能渡过这不利时期。



Language Points

aware of / that 知道；明白

e.g. The manager was quite aware (of) how his competitor would respond to his terms.

经理十分清楚他的对手对他提出的条款会有什么反应。

The president didn't seem to be aware that there would be so many people to oppose his decision.

董事长好象没有意识到这个会有这么多人反对他的决定。

原文

