

国际商务英语
本科核心课程教材
International Business English



丛书总主编◎翁凤翔

国际商务 管理英语

English for International Business Management

本册主编◎湛 军

副 主 编◎杨伟红 李小英



上海交通大学出版社
SHANGHAI JIAO TONG UNIVERSITY PRESS

国际商务英语
本科核心课程教材
International Business English



丛书总主编◎翁凤翔

国际商务 管理英语

English for International Business Management

本册主编◎湛 军

副 主 编◎杨伟红 李小英



上海交通大学出版社
SHANGHAI JIAO TONG UNIVERSITY PRESS

内容提要

本书针对国际商务英语专业本科国际商务管理英语编写。本书共计16个单元,主要内容包括:管理和管理人员、跨文化管理、全球化与管理者、营销管理、战略管理、控制、组织、组织理论与设计、组织文化与组织行为、领导力、沟通、激励等方面的内容。本书依据管理学知识体系、借助要点注释、词汇解释、中文概述以及听力练习等形式,在帮助学习者学习国际商务管理英语的同时学习国际商务管理基本知识。本书既可作为商务英语专业教材也可作为经济管理类专业的教材,同时也可以作为MBA以及在职人员的自学教材,还可供有关专业人员和广大企业管理人员学习和参考。

图书在版编目(CIP)数据

国际商务管理英语 / 翁凤翔主编. —上海: 上海交通大学出版社, 2016
ISBN 978-7-313-14548-2

I. ①国… II. ①翁… III. ①国际商务—商业管理—英语—高等学校—教材 IV. ①H31

中国版本图书馆CIP数据核字(2016)第070291号

国际商务管理英语

主 编: 翁凤翔

出版发行: 上海交通大学出版社

邮政编码: 200030

出 版 人: 韩建民

印 制: 常熟市文化印刷有限公司

开 本: 787mm × 1092mm 1/16

字 数: 529千字

版 次: 2016年5月第1版

书 号: ISBN 978-7-313-14548-2/H

定 价: 49.00元

地 址: 上海市番禺路951号

电 话: 021-64071208

经 销: 全国新华书店

印 张: 16.25

印 次: 2016年5月第1次印刷

ISBN 978-7-88941-047-2

版权所有 侵权必究

告读者: 如发现本书有印装质量问题请与印刷厂质量科联系

联系电话: 0512-52219025

国际商务英语
本科核心课程教材
International Business English



编写委员会名单

顾问：叶兴国

编委会主任：翁凤翔

编委会副主任：郭桂杭 瞿宗德 湛军

编委会成员（按姓氏拼音首字母为序）

陈建平 黄 静 金玲慧 李佳韵 孟广君

南 方 裴妍莉 钱晓玲 秦为民 翁静乐

赵玲红 周 洁 朱海霞



序

商务英语如今在大学里是一个热门专业,究其原因不难发现,这些年来,商务英语专业毕业的大学生在商务领域的就业市场中比纯英语语言文学专业的毕业生具有更强的竞争力,因为他们除了具有扎实的英语语言基本功外,还系统地学习了经济学、管理学、国际商法、跨文化商务交际学等领域实用的基本知识。同时,商务英语专业学生还需要到公司、企业实习,获取直接的国际商务工作经验以便在未来的工作中能更快地适应工作。由此可知,商务英语专业的学生具备了在跨文化商务环境中更有效地与人沟通和处理各种事务的能力。

学习商务英语首先需要学好普通商务英语,打下商务英语的语言基础,然后学习专业商务英语。不论是在校的商务英语专业的学生还是公司、企业员工或其他商务英语爱好者,都需要系统地学习商务英语专业知识。

商务英语专业从过去的英语专业下的一个方向发展成为教育部批准为大学本科专业(2012年,教育部本科专业基本目录编号:商务英语,050262),证明了商务英语适应时代的发展,满足了就业市场对具备商务知识的英语人才的需求。

在商务英语专业发展的同时,商务英语学科(学科名称为:商务英语研究,Business English Studies, BES)也取得了长足的发展。商务英语学科成为一级学科外国语言文学项下的二级学科,满足了研究生教育的学科需求。

目前我国的大学非商务英语专业的学生也十分重视商务英语的学习,因为他们认识到在公司企业就职需要其不仅具有扎实的英语基本功,而且必须懂得商务知识。他们通过学习商务英语熟悉国际商务的业务知识和基本技能,这样才能在求职就业时更具竞争力。

此外,从国家对高校商务英语专业的课程要求可以获知,商务英语专业学生的知识结构更符合当今社会的用人标准。一般来说,商务英语专业除了开设英语语言技能课程外,还要求开设经济、管理、商法、跨文化商务交际等课程。这些课程一般用汉语教学,主要传授国际商务有关领域的专业知识。由于这些课程不是语言课程,教师重点讲授的是国际商务知识。

但是,将英语与国际商务知识结合起来的“专业商务英语”则让学生在学习国际商务基本知识同时也掌握了有关专业的英语表达方式,从而在未来的国际商务工作中能尽快进入角色。

何谓“专业商务英语?”

商务英语涵盖了“专业商务英语”、“普通商务英语”等内容。

“普通商务英语”指的是承载国际商务各领域而非某一国际商务领域知识的英语。英语语言商务专业(即商务英语专业)学生在低年级所学习的包含国际商务内容的听、说、读、写、译课程的英语即是“普通商务英语”。商务英语教材若包含了国际贸易、国际金融、国际商法、国际营销、国际物流等国际商务领域的内容便属于普通商务英语教材。例如本系列商务英语教材中的《国际商务英语写作》、《国际商务英语阅读》、《国际商务英语口语口译》、《国际商务英语听力》就属于普通商务英语教材。另外,剑桥国际商务英语证书考试的一些教材包含了如 Company structure, Stocks & shares, Trade fairs, E-Business, Corporate culture, Global sourcing 等国际商务内容也属于普通商务英语教材。

“专业商务英语”是相对普通商务英语而言的,指的是承载国际商务某一专门领域的英语,如《国际金融英语》、《国际营销英语》等。公司、企业等组织有关国际商务某个领域内容的英语也属于“专业商务英语”,如进出口公司的英文单证属于国际贸易英语。

如前所述,商务英语专业学生最明显的优势是“商务英语”。商务英语是由英语和国际商务交叉复合而成的,是具有国际商务特征的英语。所以,商务英语专业学生所学习的承载国际商务信息的英语更为实用。他们学习了大量的具有国际商务特征的英语,同时还掌握了国际商务基础知识和跨文化商务交际的基本技能。正是这种国际商务专业特征使商务英语学生在就业市场中具有明显的竞争优势。

“国际商务英语核心课程教材系列”总共11本,其中4本是普通商务英语教材《国际商务英语听力》、《国际商务英语阅读》、《国际商务英语写作》、《国际商务英语口语口译》,7本专业是商务英语教材(如《国际贸易英语》、《国际金融英语》等)。一般说来,商务英语专业学生需要学习这些课程,因为这些课程是商务英语专业的核心内容。此外,对公司企业的员工,本系列也非常实用。例如,从事公司管理的人员,可学习本系列中的《国际商务管理英语》,从事国际金融工作的人可以学习《国际金融英语》。

由此可知,本系列主要使用者为在校商务英语专业本科学生、有志于从事国际商务工作的非商务英语专业大学生以及已在公司企业就职的员工。

翁凤翔

教育部高校英语专业教学指导分委员会商务英语专业教学协作组专家组成员

中国国际商务英语研究会副理事长

上海海事大学外国语学院教授



前言

在21世纪全球经济一体化背景下,中国经济发展需要大批具备扎实专业理论知识、通晓国际语言、熟知国际规则、符合国际竞争需要的专业人才,因此,进行双语或全英语教学,通过借鉴国外优秀原版教材,编写合乎中国学生实际需要的国际商务管理英语教材是推动中国高等教育改革的一条可行之路。

本书旨在帮助学习者学习国际商务管理英语的同时学习国际商务管理基本知识,提高跨文化商务环境中管理专业英语的应用能力。本教材依据管理学知识体系,借助要点注释、词汇解释、中文概述以及听力练习等形式,为提高国际商务管理英语能力提供了有益的帮助。本书既可作为商务英语专业教材也可作为经济管理类专业教材,同时也可以作为MBA以及在职人员的自学教材,还可供有关专业人员和广大企业管理人员学习和参考。学生在学习国际商务管理英语的同时可掌握国际商务管理专业基本知识;在学习国际商务管理知识的同时能够有效提高管理专业英语能力,借以提高学习者“专业+英语”的复合能力。本教材知识全面、内容充实、语言地道、重点突出,涵盖了国际商务管理中的重点概念与基础理论,注重操作的实用性与知识的系统性,能够使学习者在较短的时间内掌握国际商务管理英语和管理学核心内容。

本教材注重吸收国内外管理学教学的成熟经验,追踪当今管理学领域的科研成果,系统性较强,同时体现了国际化与本土化相结合的特点。

本教材不仅可以让学生通过学习简洁流畅的语言掌握标准的管理专业英语,提供丰富的管理学知识,而且可以同时了解西方企业的管理文化,更好地满足国内广大高校商

务英语专业和经济管理专业双语或全英语教学的需要。

本教材依据管理学知识体系,对管理学涉及的专业词汇进行了注释与讲解,提供必要的练习题,同时配以听力材料,旨在提高商务英语专业与非商务英语专业学生的专业交流能力,扩大国际商务管理知识面与管理专业词汇量。

本教材的出版对商务英语专业教学和经济管理学科双语或全英语教学有所帮助。

本书由湛军主编,参加编写的人员还有:杨伟红编写(第1、2、3单元);郑曦汇(第4、5、6单元);孙艳(第7、8、9单元);李小英(第10、11、12单元);湛军参与全书编写并审定。

湛 军

上海海事大学经济管理学院 教授





目 录

Unit 1 Management and Managers / 管理和管理人员 / 1

Part 1 Reading / 2

Text 1 Introduction to Management / 2

Text 2 Introduction to Managers / 7

Part 2 Listening / 10

I . Management / 10

II . The Role of the Financial Manager / 10

Part 3 Chinese Summary / 12

Part 4 Word Study / 13

Part 5 Exercises / 15

Unit 2 Managing Across Cultures / 跨文化管理 / 18

Part 1 Reading / 19

Text 1 Introduction to Culture / 19

Text 2 Culture Dimensions and International Management / 24

Part 2 Listening / 27

What Is Corporate Culture? / 27

Part 3 Chinese Summary / 27

Part 4 Word Study / 28

Part 5 Exercises / 30

Unit 3 Globalization and Global Manager / 全球化与管理者 / 33

Part 1 Reading / 34

Text 1 Global Citizen / 34

Text 2 Process Skills for Global Citizens / 39

Part 2 Listening / 41

Economic Globalization / 41

Part 3 Chinese Summary / 41

Part 4 Word Study / 42

Part 5 Exercises / 45

Unit 4 Marketing Management / 营销管理 / 49

Part 1 Reading / 50

Text 1 Marketing Management / 50

Text 2 Information Global Marketing Management / 54

Part 2 Listening / 57

The Speech of Mr. Charles P. Rodriguez / 57

Part 3 Chinese Summary / 58

Part 4 Word Study / 59

Part 5 Exercises / 62

Unit 5 Strategic Management / 战略管理 / 64

Part 1 Reading / 65

Text 1 Strategic Management / 65

Text 2 Strategic Planning & Management / 70

Part 2 Listening / 72

Strategy / 72

Part 3 Chinese Summary / 73

Part 4 Word Study / 73

Part 5 Exercises / 76

Unit 6 Control / 控制 / 78

Part 1 Reading / 79

Text 1 Introduction to Control / 79

Text 2 How Can Good Control Be Achieved? / 84

Part 2 Listening / 87

General Motors Announces Plan to Reduce Jobs and Factories / 87

Part 3 Chinese Summary / 88

Part 4 Word Study / 89

Part 5 Exercises / 92

Unit 7 General View of Organizing / 组织概论 / 94

Part 1 Reading / 95

Text 1 Organizational Structure / 95

Text 2 Learning Organization / 101

Part 2 Listening / 104

Modern Companies / 104

Part 3 Chinese Summary / 105

Part 4 Word Study / 105

Part 5 Exercises / 107

Unit 8 Organization Theories and Design / 组织理论与设计 / 110

Part 1 Reading / 111

Text 1 Organization Theories / 111

	Text 2 Organization Design / 115
Part 2	Listening / 118
	Core Competence / 118
Part 3	Chinese Summary / 118
Part 4	Word Study / 119
Part 5	Exercises / 121
Unit 9	Organizational Culture and Behavior / 组织文化与组织行为 / 124
Part 1	Reading / 125
	Text 1 Organizational Culture / 125
	Text 2 Organizational Behavior / 130
Part 2	Listening / 132
	Corporate Culture / 132
Part 3	Chinese Summary / 133
Part 4	Word Study / 134
Part 5	Exercises / 135
Unit 10	Leadership / 领导力 / 138
Part 1	Reading / 139
	Text 1 Concepts of Leadership / 139
	Text 2 Attributes of Leadership / 144
Part 2	Listening / 147
	More Women Become National Leaders; When Will the U. S. Follow? / 147
Part 3	Chinese Summary / 148
Part 4	Word Study / 149
Part 5	Exercises / 152
Unit 11	Communication / 沟通 / 154
Part 1	Reading / 155
	Text 1 Communication and Leadership / 155
	Text 2 Nonverbal Behaviors and Emotional Intelligence / 160
Part 2	Listening / 162
	21st Century Skills / 162
Part 3	Chinese Summary / 163
Part 4	Word Study / 164
Part 5	Exercises / 167
Unit 12	Motivation / 激励 / 169
Part 1	Reading / 170
	Text 1 Motivation / 170
	Text 2 Motivating Factors / 174
Part 2	Listening / 177
	Maslow's Hierarchy of Needs / 177

- Part 3 Chinese Summary / 178
- Part 4 Word Study / 178
- Part 5 Exercises / 181

Unit 13 Planning / 计划 / 183

- Part 1 Reading / 184
 - Text 1 Planning / 184
 - Text 2 Marketing Planning / 189
- Part 2 Listening / 192
 - Marketing Planning / 192
- Part 3 Chinese Summary / 194
- Part 4 Word Study / 195
- Part 5 Exercises / 197

Unit 14 Human Resource / 人力资源 / 199

- Part 1 Reading / 200
 - Text 1 Job Analysis / 200
 - Text 2 Job Satisfaction / 205
- Part 2 Listening / 207
 - HR Administration / 207
- Part 3 Chinese Summary / 208
- Part 4 Word Study / 209
- Part 5 Exercises / 211

Unit 15 Managing Teams / 团队管理 / 214

- Part 1 Reading / 215
 - Text 1 The Leader-Member Exchange Theory / 215
 - Text 2 Setting Up a Cross-Functional Team / 220
- Part 2 Listening / 223
 - Training and Appraisal / 223
- Part 3 Chinese Summary / 225
- Part 4 Word Study / 226
- Part 5 Exercises / 228

Unit 16 Project Management / 项目管理 / 230

- Part 1 Reading / 231
 - Text 1 Project Management / 231
 - Text 2 Project Management Process / 235
- Part 2 Listening / 239
 - The Organization and Change of Companies / 239
- Part 3 Chinese Summary / 240
- Part 4 Word Study / 241
- Part 5 Exercises / 245

Unit 1

Management and Managers

管理和管理人员



Part 1 Reading

Text 1

Pre-reading questions:

1. What is management?
2. Please discuss the basic functions of management.

Introduction to Management

Definition of Management

The term “management” encompasses an array of different functions undertaken to accomplish a task successfully. In the simplest of terms, management is all about “getting things done”. However, it is the way and the process of how one achieves one’s target or goals and it is in this respect that management is considered an art and a science as well.

Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to managers and supervisors. Every member of the organization has some management and reporting functions as part of their job.

The term management may be recently defined, but it existed at a time when men started learning the art of organizing, strategizing (during wars) and/or simply planning. At the core of it, management was quintessentially considered as an art of “managing men” and hence the term “manage-men-T.”

At the roots, management evolved when the definition of knowledge became practically skewed rather than being plain “rational”. In some way, Rousseau¹ (1972) pointed out that “A real knowledge of things may be a good thing in itself, but the knowledge of men and their opinions is better, for love in human society.” And much later, management scholar, Peter Drucker² (1993) defined management as “Supplying knowledge to find out how existing knowledge can best be applied to produce results is, in effect, what we mean by management. But knowledge is now also being applied systematically and purposefully to determine what new knowledge is needed, whether it is feasible, and what has to be done to make knowledge effective. It is being applied, in other words, to systematic innovation” (Drucker, 1993).

From the above two definitions, it is clear that management is a creative as well as a systematic flow of knowledge that can be applied to produce results by using human as well as other resources in an effective way. Management has not been limited to managing human resource; management today has been segregated into various branches like financial management³, strategic management⁴, operations management⁵, time management⁶, crisis management⁷, marketing management⁸, etc. Each of these is a separate branch that is being handled by managers who specialize in these fields.

Management is like investment: its goal is to get the most out of resources, add the most value or get the best return. Management can also be defined as: achieving goals in a way that makes the best use of all resources. This definition covers self-management as well as managing people, being a manager. Whenever you prioritize, you are managing your time. You manage yourself and all other resources at your disposal in order to do a good job.

Historical Development

Difficulties arise in tracing the history of management. Some see it (by definition) as a late modern (in the sense of late modernity) conceptualization. On those terms it cannot have a pre-modern history, only harbingers (such as stewards). Others, however, detect management-like-thought back to Sumerian⁹ traders and to the builders of the pyramids of ancient Egypt. Slave-owners through the centuries faced the problems of exploiting/motivating a dependent but sometimes unenthusiastic or recalcitrant workforce, but many pre-industrial enterprises, given their small scale, did not feel compelled to face the issues of management systematically. However, innovations such as the spread of Hindu-Arabic numerals (5th to 15th centuries) and the codification of double-entry book-keeping (1494) provided tools for management assessment, planning and control.

Given the scale of most commercial operations and the lack of mechanized record-keeping and recording before the industrial revolution, it made sense for most owners of enterprises in those times to carry out management functions by and for themselves. But with growing size and complexity of organizations, the split between owners (individuals, industrial dynasties or groups of shareholders) and day-to-day managers (independent specialists in planning and control) gradually became more common.

Basic Functions of Management

Management operates through various functions, often classified as planning, organizing, staffing, directing and controlling.

Planning

Deciding in advance what to do, how to do, why to do, where to do and who will be responsible for doing is planning. Determination of the objectives of business, splitting of objectives into goals for each department of the organization and formulating policies, programs, procedures, rules and regulations and budget are the important steps involved in planning.

Organizing

Division of work into functions and sub-functions, grouping of activities that are closely



related in their nature, assigning of duties and responsibilities to the employees and finally delegation of authority and power to each employee or the group to discharge their duties accordingly are the processes come under the function of management organizing.

Directing

Communication, leadership and supervision and last but not the least motivation are the elements come under the function of management directing. Directing is nothing but guiding and leading the people in an organization. It is not just giving instructions by a superior to the subordinates but also is a process of supervising, guiding and motivating the latter to achieve the organizational goals. It is a complex function of management that ensures the employees work effectively and efficiently.

Staffing

Staffing is the process of making out, assessing, appointing, evaluating and developing the employees at work in an organization. In here the characteristics of a job are determined primarily. It is followed by ensuring that the right number of and kind of employees are placed at the right places and at the right time when organization is in need of them. Staffing function of management begins with notifying the vacancies in the organization and selecting the best individuals as employees. Performance appraisal and man power development are the other processes involved under staffing function of management.

Controlling

Controlling is the process that ensures whether the resources are obtained and used efficiently in achieving the organizational objectives. Controlling function of management is closely linked with the planning function because, it includes checking the performance of employees to see whether the planned performance is being achieved by them or not. Budgetary control, Inventory control, quality control, profit and loss control, management audit, cost accounting and cost control, production control, financial control, break-even analysis¹⁰ and internal audit control¹¹ are the important control devices of controlling techniques.

Management Today

Today the importance of management from an organization's point of view has increased multifold. It is only through effective management that companies are developing and executing their business's policies and strategies to maximize their profits and provide with the best of products and services.

Management today combines creative, business, organizational, analytical and other skills to produce effective goal-oriented results! Some of the key functions in management includes learning to delegate, planning and organizing, communicating clearly, controlling situations, motivating employees, adapting to change, constantly innovating and thinking of new ideas, building a good team and delivering results which are not just figure-bound but results that also focus on overall growth and development.

Management focuses on the entire organization from both a short and a long-term perspective. Management is the managerial process of forming a strategic vision, setting objectives, crafting a strategy and then implementing and executing the strategy.

Management goes beyond the organization's internal operations to include the industry and the general environment. The key emphasis is on issues related to environmental scanning and industry analysis, appraisal of current and future competitors, assessment of core competencies, strategic control and the effective allocation of organizational resources.

Words and Expressions

appraisal *n.* 评价, 评估; 估价

an array of *n.* 一大批, 一大群; 大量

budgetary *adj.* 预算的

codification *n.* 法规汇编, 法典编纂

conceptualization *n.* 概念化

craft *v.* 周密制订, 精心制作

delegation *n.* 授权; 委派; 代表

deploy *v.* 有效利用; 部署; 调集

discharge one's duties 履行(职责); 完成(任务)

execute *v.* 执行, 实施, 贯彻

feasible *adj.* 可行的, 行得通的, 做得到的

financial *adj.* 财政的, 金融的, 财务的

harbinger *n.* (尤指不祥的) 先兆, 预兆

in effect 实质上, 事实上; 有效; 在实施中

innovation *n.* 革新, 创新, 改革

multifold *adj.* 多种的; 多方面的; 多重的

prioritize *v.* 优先考虑; 优先处理

quintessentially *adv.* 典型地; 标准地; 本质地; 精髓地

rational *adj.* 理性的; 合理的

recalcitrant *adj.* 不服从命令的; 顽抗的; 顽固的

segregate *v.* 使隔离; 使分开

skew *v.* 影响……的准确性; 歪曲; 扭曲

strategic *adj.* 战略(性)的; 策略(上)的

strategize *v.* 制订战略

supervisor *n.* (尤指工人或学生的) 管理者; 监督者; 指导者

Notes

1. **Rousseau** 卢梭 让·雅克·卢梭(Jean-Jacques Rousseau, 1712—1778), 法国伟大的启蒙思想家、哲学家、教育家、文学家, 是18世纪法国大革命的思想先驱, 启蒙运动最卓越的代表人物之一。主要著作有《论人类不平等的起源和基础》、《社会契约论》、《爱弥儿》、《忏悔录》、《新爱洛漪丝》以及《植物学通信》等。

2. Peter Drucker

彼得·德鲁克(1909.11.19 — 2005.11.11), 现代管理学之父。1909年11月19日生于维也纳, 1937年移居美国, 终身以教书、著书和咨询为业。德鲁克一生共著书39本, 在《哈佛商业评论》发表文章30余篇, 被誉为“现代管理学之父”。他文风清晰练达, 对许多问题提出了自己的精辟见解。德鲁克一生笔耕不辍, 年逾九旬还创作了《德鲁克日志》, 《纽约时报》赞誉他为“当代最具启发性的思想家”。

3. financial management 财务管理

指在一定的整体目标下, 对资产的购置(投资)、资本的融通(筹资)和经营中现金流量(营运资金)以及利润分配的管理。财务管理是企业管理的一个组成部分, 它是根据财经法规制度, 按照财务管理的原则, 组织企业财务活动, 处理财务关系的一项经济管理工作。简单地说, 财务管理是组织企业财务活动, 处理财务关系的一项经济管理工作。