工商管理英语

司爱侠 陈红美 马飞 编著
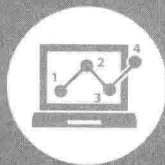
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内 容 简 介

本书是针对工商管理专业学生编写的工商管理英语教材。本书内容切合行业实际，面向工作环境，力求切实提高读者实际使用行业英语的能力。

本书的每一单元由以下几部分组成：课文——包括管理基础理论、主要应用领域、常用方法和新颖观念；单词——给出课文中出现的新词，读者由此可以积累专业基础词汇；词组——给出课文中的常用词组；缩略语——给出课文中出现的且业内人士必须掌握的缩略语；注释——讲解课文中出现的难句，培养读者的阅读理解能力；习题——巩固所学知识；阅读材料——提供最新的行业资料，进一步扩大读者的视野。书后附有词汇总表，以便读者背记词汇或作为小词典使用。

本书既可作为高等院校工商管理类的专业英语教材，也可作为相关专业的培训教材，供工商管理从业人员自学使用。

普通高校专业英语教程系列

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前　言
Preface

　　工商管理业是我国从业人员较多的一个行业。该行业外资活跃、国际交往密切、竞争十分激烈。具备相关专业知识并精通外语的人员往往处于竞争的优势地位，成为行业中的佼佼者。职场对从业人员的专业英语水平要求很高，这有力地推动了从业人员学习专业英语的积极性。本书就是面向工商管理从业人员而编写的行业英语教材。

　　本书结合即将进入工商管理行业的学生情况、结合学生毕业后的就业环境、根据未来工作的实际要求，做了精心的加工。本书共有十个单元，每一个单元由以下几部分组成：课文（Text）——包括管理理论、主要领域、常用方法和新颖观念；单词（New Words）——给出课文中出现的新词，读者可以积累专业基础词汇；词组（Phrases）——给出课文中的常用词组；缩略语（Abbreviations）——给出课文中出现的且业内人士必须掌握的缩略语；注释（Notes）——讲解课文中出现的难句，培养读者的阅读理解能力；习题（Exercises）——巩固所学知识；阅读材料（Reading Material）——提供最新的行业资料，进一步扩大读者的视野。书后附有词汇总表，以便读者背记词汇或作为小词典使用。

　　读者在使用本书的过程中，如有任何问题都可以通过电子邮件与我们交流（邮箱地址：2qh3882355@163.com；cici2323@tom.com），也可通过出版社与我们联系。邮件标题请注明姓名及"工商管理英语（清华大学版）"。本书教学PPT和习题参考答案，读者可以从出版社官方网站下载。

　　本书既可作为高等院校工商管理类的专业英语教材，也可作为相关专业的培训教材，或供工商管理从业人员自学使用。

　　由于时间仓促，编者水平有限，书中难免有疏漏和不足之处，恳请广大读者和同行提出宝贵意见，以便再版时进行修正。

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编者

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Text A

Management

Management in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively.

Management involves identifying the mission, objective, procedures, rules and manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication, human motivation and some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur either in a legal or in an illegal enterprise or environment. Management does not need to be seen from enterprise point of view alone, because management is an essential function to improve one's life and relationships. Management is therefore everywhere and it has a wider range of application. Based on this, management must have humans, communication, and a positive enterprise endeavor. Plans, measurements, motivational psychological tools, goals, and economic measures (profit, etc.) may or may not be necessary components for them to be management. At first, one views management functionally, such as measuring quantity, adjusting plans, meeting goals. This applies even in situations where planning does not take place. From this perspective, Henri Fayol (1841–1925) considers management to consist of six functions: forecasting, planning, organizing, commanding, coordinating and controlling.

However, in the present era the concept of management is identified in the wide areas and its frontiers have been pushed to a broader range. Apart from profitable organizations even Non-Profit Organization (NPO) apply management concepts. The concept and its uses are not constrained. Management on the whole is the process of planning, organizing, staffing, leading and controlling.

1. Managerial Roles

In addition to the broad categories of management functions, managers in different levels of the hierarchy fill different managerial roles. These roles were categorized by researcher Henry Mintzberg, and they can be grouped into three major types: decisional, interpersonal, and informational.

1.1 Decisional Roles

Decisional roles require managers to plan strategy and utilize resources. There are four specific roles that are decisional. The entrepreneur role requires the manager to assign resources to develop innovative goods and services, or to expand a business. Most of these roles will be held by top-level managers, although middle managers may be given some ability to make such decisions. The disturbance handler corrects unanticipated problems facing the organization from the internal or external environment. Managers at all levels may take this role. For example, first-line managers may correct a problem halting the assembly line or a middle level manager may attempt to address the aftermath of a store robbery. Top managers are more likely to deal with major crises, such as requiring a recall of defective products. The third decisional role, that of resource allocator, involves determining which work units will get which resources. Top managers are likely to make large, overall budget decisions, while middle mangers may make more specific allocations. In some organizations, supervisory managers are responsible for determine allocation of salary raises to employees. Finally, the negotiator works with others, such as suppliers, distributors, or labor unions, to reach agreements regarding products and services. First-level managers may negotiate with employees on issues of salary increases or overtime hours, or they may work with other supervisory managers when needed resources must be shared. Middle managers also negotiate with other managers and are likely to work to secure preferred prices from suppliers and distributors. Top managers negotiate on larger issues, such as labor contracts, or even on mergers and acquisitions of other companies.

1.2 Interpersonal Roles

Interpersonal roles require managers to direct and supervise employees and the organization. The figurehead is typically a top of middle manager. This manager may communicate future organizational goals or ethical guidelines to employees at company meetings. A leader acts as an example for other employees to follow, gives commands and directions to subordinates, makes decisions, and mobilizes employee support. Managers must be leaders at all levels of the organization; often lower-level managers look to top management for this leadership example. In the role of liaison, a manager must coordinate the work of others in different work units, establish alliances between others, and work to share resources. This role is particularly critical for middle managers, who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods.

1.3 Informational Roles

Informational roles are those in which managers obtain and transmit information. These roles have changed dramatically as technology has improved. The monitor evaluates the performance

of others and takes corrective action to improve that performance. Monitors also watch for changes in the environment and within the company that may affect individual and organizational performance. Monitoring occurs at all levels of management, although managers at higher levels of the organization are more likely to monitor external threats to the environment than middle or first-line managers. The role of disseminator requires that managers inform employees of changes that affect them and the organization. They also communicate the company's vision and purpose.

Managers at each level disseminate information to those below them, and much information of this nature trickles from the top down. Finally, a spokesperson communicates with the external environment, from advertising the company's goods and services to informing the community about the direction of the organization. The spokesperson for major announcements, such as a change in strategic direction, is likely to be a top manager. But, other more routine information may be provided by a manager at any level of a company. For example, a middle manager may give a press release to a local newspaper, or a supervisory manager may give a presentation at a community meeting.

2. Management Levels

Most organizations have three management levels: first-level, middle-level, and top-level managers. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid. Each level is explained below in specifications of their different responsibilities and likely job titles.

2.1 Top

The top consists of the board of directors (including non-executive directors and executive directors), president, vice-president, CEOs and other members of the C-level executives. They are responsible for controlling and overseeing the entire organization. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

The board of directors is typically primarily composed of non-executives who owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization. These directors are theoretically liable for breaches of that duty and typically insured under directors and officers liability insurance. The board sets corporate strategy, makes major decisions such as major acquisitions, and hires, evaluates, and fires the top-level manager (Chief Executive Officer or CEO) and the CEO typically hires other positions. However, board involvement in the hiring of other positions such as the Chief Financial Officer (CFO) has increased. In 2013, a survey of over 160 CEOs and directors of public and private companies found that the top weaknesses of CEOs were "mentoring skills" and "board engagement", and 10% of companies never evaluated the CEO. The board may also have certain employees (e.g., internal auditors) report to them or directly hire independent contractors; for example, the board

(through the audit committee) typically selects the auditor.

Helpful skills of top management vary by the type of organization but typically include a broad understanding competition, world economies, and politics. In addition, the CEO is responsible for implementing and determining (within the board's framework) the broad policies of the organization. Executive management accomplishes the day-to-day details, including: instructions for preparation of department budgets, procedures, schedules; appointment of middle level executives such as department managers; coordination of departments; media and governmental relations; and shareholder communication.

2.2 Middle

It consists of general managers, branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance.

Middle management is the midway management of a categorized organization, being secondary to the senior management but above the deepest levels of operational members. An operational manager may be well-thought-out by middle management, or may be categorized as non-management operate, liable to the policy of the specific organization. Efficiency of the middle level is vital in any organization, since they bridge the gap between top level and bottom level staffs.

Their functions include:

• Design and implement effective group and inter-group work and information systems.

• Define and monitor group-level performance indicators.

• Diagnose and resolve problems within and among work groups.

• Design and implement reward systems that support cooperative behavior. They also make decision and share ideas with top managers.

2.3 Lower

It consists of supervisors, section leaders, foremen, etc. They focus on controlling and directing. They usually have the responsibility of assigning employees tasks, guiding and supervising employees on day-to-day activities, ensuring quality and quantity production, making recommendations, suggestions, and up channeling employee problems, etc. First-level managers are role models for employees that provide:

• Basic supervision

• Motivation

• Career planning

• Performance feedback

New Words

management ['mænidʒmənt] *n.* 管理，处理，经营

coordinate [kəu'ɔ:dinit] *vt.* 调整，整理

efficiently [i'fiʃəntli] *adv.* 有效率地，有效地

effectively [i'fektivli] *adv.* 有效地，有力地

mission ['miʃən] *n.* 使命，任务

rule [ru:l] *n.* 规则，准则，标准

manipulation [mə,nipju'leiʃən] *n.* 处理，操作，操纵

enterprise ['entəpraiz] *n.* 企业，事业，计划，事业心，进取心

imply [im'plai] *vt.* 暗示，意味

progress ['prəugres] *n.* 前进，进步

outcome ['autkʌm] *n.* 结果，成果

essential [i'senʃəl] *adj.* 本质的，实质的，基本的

relationship [ri'leiʃənʃip] *n.* 关系，关联

communication [kə,mju:ni'keiʃn] *n.* 沟通，传达

endeavor [in'devə] *n. & vi.* 尽力，努力

measurement ['meʒəmənt] *n.* 测量，度量

measure ['meʒə] *n.* 方法，测量，措施

profit ['prɔfit] *n.* 利润，益处，得益 *vi.* 得益，利用 *vt.* 有益于，有利于

adjusting [ə'dʒʌstiŋ] *n.* 调整，调制

situation [,sitju'eiʃən] *n.* 情形，境遇

perspective [pə'spektiv] *n.* 远景，前途，观点，看法，观察

control [kən'trol] *n. & vt.* 控制，支配，管理

concept ['kɔnsept] *n.* 观念，概念

frontier ['frʌntjə] *n.* 国境，边疆，边境

constrained [kən'streind] *adj.* 被强迫的，拘泥的

staff [sta:f] *vt.* 在……工作；为……配备职员；任职于

hierarchy ['haiəra:ki] *n.* 层次，层级

role [rəul] *n.* 角色，任务

decision [di'siʒən] *n.* 决策，决定

interpersonal [,intə'pə:sənl] *adj.* 人与人之间的；人际的；涉及人与人之间的关系的

strategy ['strætidʒi] *n.* 策略，战略

assign [ə'sain] *vt.* 分配，指派

handler ['hændlə] *n.* 处理者，管理者

unapparent [,ʌnə'pærənt] *adj.* 不明显的，不清楚的，模糊的，不曾预料的

aftermath ['a:ftəmæθ] *n.* 结果，后果

robbery ['rɔbəri] *n.* 抢掠，抢夺

supervisory [,sju:pə'vaizəri] *adj.* 管理的，监督的

responsible [ris'pɔnsəbl] *adj.* 有责任的，可靠的，可依赖的，负责的

determine [di'tə:min] *v.* 决定，确定

negotiator [ni'gəuʃieitə] *n.* 磋商者，交涉者，出售者，交易者

supplier [sə'plaiə] *n.* 供应商，厂商

negotiate [ni'gəuʃieit] *v.* (与某人)商议，谈判，磋商

share [ʃɛə] *n.* 共享，参与，份额，参股 *vt.* 分享，均分，共有，分配

preferred [pri'fə:d] *v.* 提出，提升，建议；选择某事物

contract ['kɔntrækt] *n.* 合同 *v.* 订约

merger ['mə:dʒə] *n.* 合并，归并

figurehead ['figəhed] *n.* 名头，有名无实的领导

liaison [li(:)'eiza:n] *n.* 联络

alliance [ə'laiəns] n. 联盟，联合

compete [kəm'pi:t] vi. 比赛，竞争

dramatically [drə'mætikəli] adv. 戏剧地，引人注目地

improve [im'pru:v] v. 改善，改进

monitor ['mɔnitə] n. 监管人员 vt. 监控

performance [pə'fɔ:məns] n. 履行，执行，成绩

threat [θret] n. 威胁

disseminator [di'semineitə] n. 传播者

vision ['viʒən] n. 愿景

disseminate [di'semineit] v. 散布，传播，宣传

trickle ['trikl] v. 滴流，使淌下；慢慢地移动

spokesperson ['spəukspə:sn] n. 发言人，代言人

announcement [ə'naunsmənt] n. 宣告，发表，一项公告

strategic [strə'ti:dʒik] adj. 战略的

routine [ru:'ti:n] n. 例行公事，常规，日常事务

presentation [ˌprezen'teiʃən] n. 报告，介绍，陈述

classify ['klæsifai] v. 分类

authority [ɔ:'θɔriti] n. 权力，职权

pyramid ['pirəmid] n. 金字塔 v.(使)成金字塔状，(使)渐增，(使)上涨

responsibility [risˌpɔnsə'biliti] n. 责任，职责

significant [sig'nifikənt] adj. 重大的，重要的

mobilization [ˌməubilai'zeiʃən] n. 动员

fiduciary [fi'dju:ʃəri] adj. 基于信用的，信托的，受信托的 n. 被信托者，受托人

duty ['dju:ti] n. 义务，责任，职责，职务

activity [æk'tiviti] n. 行动，行为

liable ['laiəbl] adj. 有责任的，有义务的

breach [bri:tʃ] n. 违背，破坏 vt. 打破，突破

auditor ['ɔ:ditə] n. 审计员，查账员

framework ['freimwə:k] n. 构架，框架，结构

accomplish [ə'kɔmpliʃ] vt. 完成，达到，实现

budget ['bʌdʒit] n. 预算 vi. 做预算，编入预算

schedule ['ʃedju:l; 'skedʒul] n. 时间表，进度表 v. 确定时间

coordination [kəuˌɔ:di'neiʃən] n. 协调，调和

emphasize ['emfəsaiz] vt. 强调，着重

define [di'fain] vt. 定义，详细说明

spire [in'spaiə] vt. 鼓舞，激发

guidance ['gaidəns] n. 指导，领导

operate ['ɔpəreit] v. 运营，运转，起作用

indicator ['indikeitə] n. 指标

diagnose ['daiəgnəuz] v. 诊断

behavior [bi'heivjə] n. 举止，行为

supervisor ['sju:pəvaizə] n. 主管，监督人，管理人

recommendation [ˌrekəmen'deiʃən] n. 劝告，建议

suggestion [sə'dʒestʃən] n. 提议，意见，暗示

career [kə'riə] n. 事业，生涯

diagnostic [ˌdaiəg'nɔstik] adj. 诊断的

Phrases and Expressions

human capital 人力资本

contribute to 有助于，导致

from... point of view 从……的角度

view... as 把……看作

from this perspective 从这个角度看

be pushed to 被推到

be grouped into... 被分成……

disturbance handler 干扰处理者

first-line manager 初级管理者

middle level manager 中层经理

top manager 高层管理者，高管人员

resource allocator 资源分配者

be likely to 可能

inform sb. of 告知某人

board of directors 董事会

non-executive directors 非执行董事

be responsible for 负责

set a tone 定调子

develop strategic plans 制定战略计划

executive directors 执行董事

be accountable to sb. 对某人负责

fiduciary duty 受托责任，受信义务，信托义务

outside resource 外部资源

be involved in 涉及，参与

depending on 根据，依据

be liable for 负责，承担责任，对……有责任

directors and officers liability insurance 公司董事及高级职员责任保险

internal auditors 内审员

audit committee 审核委员会

branch manager 分公司经理

department manager 部门经理

in conformance with 与……一致

provide guidance to 指导

reward system 奖励制度

section leader 部门领导

Abbreviations

NPO (Non-Profit Organization) 非营利组织

CEO (Chief Executive Officer) 执行总裁，首席执行官

CFO (Chief Financial Officer) 首席财务官

Notes

1 Management in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively.

　　本句中，that coordinates the efforts of people to accomplish goals and objectives by using

available resources efficiently and effectively 是一个定语从句，修饰和限定 function。在该从句中，to accomplish goals and objectives 是一个动词不定式短语，作目的状语，by using available resources efficiently and effectively 是介词短语，作方式状语。

2 This role is particularly critical for middle managers, who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods.

本句中，who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods 是一个非限定性定语从句，对 middle managers 进行补充说明。在该从句中，compete with 的意思是"与……竞争"。

3 Monitoring occurs at all levels of management, although managers at higher levels of the organization are more likely to monitor external threats to the environment than middle or first-line managers.

本句中，although managers at higher levels of the organization are more likely to monitor external threats to the environment than middle or first-line managers 是一个让步状语从句。在该从句中，be likely to do sth. 的意思是"可能做某事，很有可能做某事"。

例如：He is likely to take over the company. 他可能要接管这家公司。

4 The board of directors is typically primarily composed of non-executives who owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization.

本句中，who owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization 是一个定语从句，修饰和限定 non-executives。although this varies depending on the type (e.g., public versus private), size and culture of the organization 是一个让步状语从句。

Exercises

EX. 1 根据课文内容，回答以下问题。

1. What does management involve?

2. What does management consist of according to Henri Fayol?

3. What are the three major types of management roles categorized by researcher Henry Mintzberg?

4. How many specific roles that are decisional? What are they?

5. How many management levels do most organizations have? What are they?

6. What does top level consist of?

7. What is the board of directors typically primarily composed of?

8. What does middle level consist of?

9. What are the functions of middle management?

10. What does lower management consist of? What are they usually responsible for?

EX. 2 把下列中文单词和词组译成英文，英文单词和词组译成中文。

1. 调整，整理 _____

2. 关系，关联 _____

3. 处理，操作，操纵 _____

4. 为……配备职员；任职于 _____

5. 决策，决定 _____

6. strategy _____

7. contract _____

8. supervisory _____

9. performance _____

10. profit _____

11. executive directors _____

12. top manager _____

13. human capital _____

14. internal auditors _____

15. branch manager _____

EX. 3 把下列句子翻译为中文。

1. A manager's job is complex and multidimensional, and requires a range of skills.

2. Conceptual skills are needed by all managers but are especially important for managers at the top.

3. One of the most important goals that organizations and their members try to achieve is to provide some kind of good or service that customers desire.

4. The outcome of leadership is highly motivated and committed organizational members.

5. The controlling function allows managers to evaluate how well they themselves are performing the other three functions of management and to take corrective action.

6. In reality, being a manager often involves acting emotionally and relying on gut feelings.

7. Organizations increase their efficiency when they reduce the quantity of resources they use to produce goods or services.

8. Today, companies can win or lose the competitive race depending on their speed—how fast they can bring new products to market—or their flexibility—how easily they can change the way they perform their activities to respond to the actions of their competitors.

9. Managers use conceptual, human, and technical skills to perform the four management