

高职高专物业管理专业系列教材

物业管理英语

全国房地产行业培训中心组织编写

王 娜 主编



中国建筑工业出版社

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本书共 10 个单元,每个单元包括课文、对话、补充阅读和写作练习四大部分。课文主要选自澳大利亚、英美物业管理和房地产专著及杂志,内容包括物业管理概述、物业管理相关合同、维修管理、能源管理、成本管理等,文后附有词汇表、注释、练习等内容;对话部分针对物业管理公司日常用语及专业服务语言流程规范而编写,分为经典短句和情景对话两部分,对话后配有相关练习;补充阅读部分内容主要为英美背景知识介绍,文后附有练习。第五单元后配有期中练习,第十单元后配有期末练习。书后附录包括练习答案、词汇表、不规则动词表、物业管理从业人员日常用语、物业管理常用的信函、文本与合同等内容。

本书可作为高职高专物业管理专业、房地产专业及相关专业学生使用教材,对学员传授一些基础英语知识,训练他们的基本语言技能,使之能够初步运用英语进行物业管理会话,同时能巩固他们的物业管理专业知识。也可作为正在从事和有志于从事物业管理工作人员的专业英语进修课本。

* * *

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前 言

作为《物业管理系列教材》之一的《物业管理英语》一书的问世,主要源于物业管理从业人员的实际需求。经过调研我们认为物业管理从业人员掌握一定的物业管理专业英语知识及具备一定的英语会话能力是非常必要的。

本书编写力求实用性强、翻译流畅、内容全面。为了便于教师讲授和学生学习,准备了补充对话、补充阅读、词汇知识等许多内容,以便把物业管理专业知识与英语语言技能有机地结合在一起。

本书由天津外国语学院英语学院副院长、副教授王世庆同志主审;天津市物业管理招标投标服务中心主任刘喜英同志和澳大利亚新南威尔士房协为本书的编写提供了大量资料,特此致谢。

由于编者水平有限,书中缺点错误在所难免,恳请广大读者不吝指正。

编者

2004 年 3 月

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Unit 1. Property Management

Part 1. Text

An Introduction to Property Management

What is property management? First of all, you have to know what property is. In simple terms¹, property means what one owns. Your books, your cash and your savings in the banks all can be called your personal property.

However, property can mean something else. Consider the following example.

Suppose a company pays the local government a large sum of money for 100 acres of land usage². Then this company builds several dozens of residential houses, houses for people to live in. In addition, it sets up a bank, a post office, a school and other public services. Undoubtedly, the above-mentioned are all property. As a matter of fact³, this is what the word property means in Property Management: land and its buildings. Therefore, property management is the process of overseeing the operation and maintenance of real property to achieve the objectives of the property owner.

Property management has long been an underrated function in the real estate industry. The need for professional management did not become apparent until the depression of the 1930s⁴, when numerous foreclosures revealed a pattern of management deficiencies. This oversight might seem strange, since running a large commercial or residential project in which hundreds or thousands of people reside or work is a highly challenging task, calling for training, good judgment, and a variety of technical skills. Traditionally, however, the emphasis in the real estate industry has been on the so-called permanent elements of the investment. — good location, sound construction, and reasonable long-term financing — rather than on the day-to-day operation of the property. It has sometimes seemed as if a property owner, having made a very large investment in the permanent structure, assumed that the property would run itself with a minimum amount of supervision.

This concept of property management has changed substantially in the past decade. In an era of rising costs, it has dawned on owners that good property management is the major controllable influence on residual cash flow (i. e., the number of dollars that end up in the owner's pocket). It is true that both rent rates and operating expenses are largely shaped by market forces beyond the control of any one property owner⁵ (witness the very sharp rise in energy costs in the 1970s). But it is also true that comparable properties within

the same geographic area often show significant variances in rental income and operating costs. Why? Close inspection often shows that “above-average” operating expenses and lower than average rent levels result from inadequate property management. The classic mistake of the stock and bond investor moving into real estate involves underestimating the importance of management. Some investors have the feeling that real estate manages itself. There is a story about the importance of property management. A San Francisco real estate broker recently noticed a project that was on the market for \$1 million. He knew how the property had been managed in the past and that the million dollar valuation was based on a capitalization of historic income figure. He borrowed money to buy the property, renegotiated certain leases, and established more efficient operating procedures. In six months he sold the property for \$1.4 million based on the capitalized value of the new, higher net income. His contribution was management expertise.

参考译文：

对物业管理的介绍

什么是物业管理？首先，你得明白什么是财产。简单地说，财产就是一个人所拥有的东西。你的书本，你的现金和你在银行的存款都是你的私人财产。

可是，property 这个词还可以指别的东西。请看下面的例子：

比如，某公司付给地方政府一大笔钱，获得了使用 100 英亩土地的权力。然后公司修建了数十栋住宅楼，它还设立了银行、邮局、学校和其他公共设施。毫无疑问，上面提到的这些都是财产。实际上，上述东西正是 Property Management 这个词语中 property 所指：土地和建筑。因此，物业管理是监督物业运行和维护以实现业主目标的过程。

长期以来，物业管理在地产业中的作用被低估了。直到 20 世纪 30 年代的大萧条时期，对专业化物业管理的需要才显现出来。当时大量的取消赎回权反映了一系列的管理缺陷。这一疏忽，看似奇怪，但对于一个大型商用或居住物业来说，由于成百上千或成千上万的人居住或工作在其中，要对其实施管理，是一项非常具有挑战性的任务。该任务要求管理者受过培训，并具有良好的判断力和各种技能。但是，传统意义上的地产业重点是放在所谓的投资永久性因素上——好地点、好建筑和合理的长期财务收支——而不是日复一日的物业运作。好像只要业主在永久性因素上投了巨资，物业自身就能在最少的监督管理下自我运作。

近十年来物业管理的概念已在本质上发生了变化。业主已明白：如果费用上涨，良好的物业管理是剩余现金流量的主要可控制性影响因素（即业主口袋里最终拥有的现金数）。租金和运行开支很大程度上由市场力量决定，而不由任何业主控制（如 20 世纪 70 年代的能源费用暴涨），这是事实。而在同一地理位置上的类似物业在租金收入和运作开支上时常表现出很大的差异，这也是事实。这是什么原因呢？仔细分析便可发现：高于平均水平的运作开支和低于平均水平的租金收入都是由于管理不善而引发的。购买地产股票和债券的投资者

所犯的典型错误,就包括了低估管理的重要性。一些投资者有物业可自行运作的想法。有一个关于物业管理重要性的故事。一位旧金山的地产经纪人近来注意到有一个 100 万的物业在市场上出售。他知道该物业过去的管理状况,并清楚 100 万美元的估价是基于其过去的现金流量所给出的。于是,他借钱买下了该物业,并重新制订了某些租赁条款,建立了更为有效的运作机制。6 个月后,他以 140 万美元价格卖掉这幢物业,该价格是以新的更高的净收入的投资价值为基础制订的。他的贡献就在于专业化管理。

Vocabulary

单词表:

1. property	[ˈprɒpəti]	<i>n.</i>	财产, 所有物, 所有权, 性质, 特性, (小)道具
2. management	[ˈmænidʒmənt]	<i>n.</i>	经营, 管理, 处理, 操纵, 驾驶, 手段
3. residential	[ˌreziˈdenʃəl]	<i>adj.</i>	住宅的, 与居住有关的
4. undoubtedly	[ʌnˈdaʊtɪdli]	<i>adv.</i>	毋庸置疑地, 的确地
5. process	[ˈprəses]	<i>n.</i>	过程, 作用, 方法, 程序, 步骤, 进行, 推移
		<i>vt.</i>	加工, 处理
6. oversee	[ˈəʊvəsi:]	<i>v.</i>	俯瞰, 监视, 检查, 视察
7. maintenance	[ˈmeɪntɪnəns]	<i>n.</i>	维护, 保持, 生活费用, 抚养
8. underrate	[ˌʌndəˈreɪt]	<i>vt.</i>	低估, 看轻
9. professional	[ˈprəˈfeʃənl]	<i>n.</i>	自由职业者, 专业人员, 职业运动员, 职业艺人
		<i>adj.</i>	专业的, 职业的
10. apparent	[əˈpærənt]	<i>adj.</i>	显然的, 外观上的
11. depression	[dɪˈpreʃən]	<i>n.</i>	沮丧, 消沉, 低气压, 低压
12. foreclosures	[fɔːˈkləʊʒə(r)]	<i>n.</i>	丧失抵押品赎回权, 排斥
13. deficiency	[dɪˈfɪʃənsi]	<i>n.</i>	缺乏, 不足
14. oversight	[ˈəʊvəsait]	<i>n.</i>	勘漏, 失察, 疏忽, 失败, 小心照顾
15. commercial	[kəˈmɜːʃəl]	<i>adj.</i>	商业的, 贸易的
16. challenging	[ˈtʃælɪndʒɪŋ]	<i>adj.</i>	引起挑战性兴趣的, 挑逗的
17. investment	[ɪnˈvestmənt]	<i>n.</i>	投资, 可获利的东西
18. permanent	[ˈpɜːmənənt]	<i>adj.</i>	永久的, 持久的
19. supervision	[ˌsjuːpəˈvɪʒən]	<i>n.</i>	监督, 管理
20. substantially	[səbˈstænj(ə)li]	<i>adv.</i>	充分地
		<i>n.</i>	黎明, 拂晓, 破晓
21. dawn	[dɔːn]	<i>vi.</i>	破晓, 开始出现, 变得(为人所)明白
		<i>v.</i>	破晓
22. flow	[fləʊ]	<i>n.</i>	流程, 流动, (河水)泛滥, 洋溢
		<i>vi.</i>	流动, 涌流, 川流不息, 飘扬
		<i>vt.</i>	溢过, 淹没

23. expense	[ik'spens]	n.	费用, 代价, 损失, 开支, 费钱之物
24. comparable	[kəm'pərəbl]	adj.	可比较的, 比得上的
25. inspection	[in'spekʃən]	n.	检查, 视察
26. valuation	[vælju'eɪʃən]	n.	估价, 评价, 计算
27. capitalization	[kəpɪtəlaɪ'zeɪʃən]	n.	资本化, 股本, 资本总额, 大写
28. negotiate	[nɪ'gəʊfɪeɪt]	v.	(与某人)商议, 谈判, 磋商, 买卖, 让渡(支票、债券等), 通过, 越过
renegotiate	[ri:nɪ'gəʊfɪeɪt]	vt.	重新谈判
29. contribution	[ˌkɒntri'bju:ʃən]	n.	捐献, 贡献, 投稿
30. expertise	[ˌekspə'ti:z]	n.	专家的意见, 专门技术

Useful Expressions

first of all	首先, 第一
in addition	此外, 加上, 并且
set up	提出意见, 排版, 建立, 创立, 开办, 竖立, 振作精神
not...until...	直到……时候才……
as if	好像
in the past decade	在过去十年中

Notes

备注:

1. “In simple terms”的意思是简而言之。其中“term”一词既有“学期, 期限, 期间”又有“术语, 条件, 表达方式”的意思。在此处其意为“表达方式”。

2. “Suppose a company pays the local government a large sum of money for...”的意思是: “比如, 某公司付给地方政府一大笔钱, 获得了使用 100 英亩土地的权力。”其中, “pay... for...”为短语, 意为: “为……而花费……”。例如, “I paid 3 yuan for this pen”: “我花 3 元钱买了这支钢笔。”

3. “As a matter of fact...”: “实际上……”。在这个短语中“fact”的意思是“事实”; “as a matter of fact”意为“实际上……”。类似意思的短语还有: “in fact”, “as the case stands”; 类似的词语有: “actually”, “practically”和“virtually”。

4. “The need for professional management did not become apparent until the depression of the 1930s, ...”意为: “直到 20 世纪 30 年代的大萧条时期, 专业化管理的需要才显现出来”。在此句中隐含着一个句型“... not... until...”: “直到……才……”, 例如, “I didn't get up until 10 o'clock.”: “我直到 10 点才起床。”

5. “It is true that both rent rates and operating expenses are largely shaped by market forces beyond the control of any one property owner”: 意为: “租金和运行开支很大程度上由市场力量决定, 而不由任何业主控制, 这是事实。”其中, 大家应当掌握的句型是“It is ... that ...”, 此句中的“It”没有任何意思, 只是起到代词的作用, 代词“that”引导的从句中的内容。例如, “It is well known that nobody is allowed to smoke in the public place.”: “众所周知, 公共场合不准吸烟。”

I . Exercises for the text(课文练习)

(I) Decide whether the following sentences are True or False according to the content of the text.

1. Property means what one owns.
2. In Property Management, the word property means land and its buildings.
3. Property management is the process of overseeing the owners' personal money.
4. The need for professional management is always apparent in the history.
5. The traditional emphasis in the real estate industry has been on the permanent elements of the investment.
6. The traditional concept of property management has never changed and last to nowa-days.
7. Both rent rates and operating expenses are largely affected by market forces instead of the control of any one-property owner.
8. It is a belief of some investors that real estate needs no management at all.
9. The story from San Francisco tells us about the importance of property management.
10. The San Francisco estate broker's success is contributed by the professional management.

(II) Match the words in column A with their corresponding explanation in column B with a bar.

Column A	Column B
1. undoubtedly	a. cost
2. flow	b. fully
3. oversee	c. lasting
4. professional	d. expert
5. expense	e. certainly
6. dawn	f. evident
7. substantially	g. monitor
8. supervision	h. currency
9. permanent	i. inspect
10. apparent	j. daybreak

(III) Choose the best answer (选择最佳答案):

1. "The teacher can't be in the office now, _____ she?" "Yes, I think, she _____ be there."
a. mustn't...can't b. can't...mustn't c. must...can d. can...must
2. That company will not take anyone _____ eyesight is weak or hearing is bad.
a. of whom b. who c. that d. whose
3. Our teacher often had us _____ our homework before the class began.
a. hand in b. handing in c. handed in d. to be handed in

4. They decided _____ at once _____ on our match till next Wednesday because of
the snow.

a. delay... go

b. to delay... to go

c. to delay... going

d. delaying... going
5. "Listen, Wang Ling is crying in the next room." "That _____ be Wang Ling, she is
at school."

a. shouldn't

b. can't

c. may not

d. wouldn't
6. The poor man stopped in the doorway and _____ a final look before he went out.

a. took

b. take

c. takes

d. will take
7. Wang Ling said she _____ love to come and see you again, but could not.

a. had

b. would

c. should

d. could
8. Zhang Hong _____ last month, so he had to go out every day to look for work.

a. is fired

b. was fired

c. has fired

d. would fire
9. _____ do you make in your job every month?

a. How many

b. How often

c. How much

d. How long
10. I have not got the book at hand, but I _____ it to you later.

a. show

b. showed

c. would show

d. will show

(N) Translation

Translate the following Chinese into English

1. 简单地说,财产就是一个人所拥有的东西。
2. 长期以来,物业管理在地产业中的作用被低估了。
3. 该任务要求管理者受过培训,并具有良好的判断力和各种技能。
4. 良好的物业管理是剩余现金流最主要的可控制性影响因素。
5. 一些投资者有物业可自行运作的想法。
6. 物业管理是监督物业运行和维护以实现业主目标的过程。
7. 那是一项非常具有挑战性的任务。
8. 但是,传统意义上的地产业重点是放在投资的所谓永久性因素上。
9. 租金和运行开支很大程度上由市场力量决定。
10. 他的贡献就在于专业化管理。

(V) Extra Reading Activity

Extra reading: read the following passage and choose the best answer to complete each of the statements that follow.

PROPERTY MANAGEMENT

The asset management role is completely compatible with the more detailed property management role discussed elsewhere in this semester.

The property management functions contribute to asset management in many ways. Stewardship, that is insurance and risk management, will be very much day to day issues important to asset management.

The Property Manager will, in broad terms, be seeking to maximise income and mini-

mise expenditure, within reasonable limits, in operational terms.

It could be viewed that property management is an operational function related very much to the existing investment format. It may reflect a relatively short to medium term outlook, e. g. 3~5 years.

The Property Manager's operating plan should have been developed in conjunction with the asset manager. The latter is likely to have prepared longer term strategic plans including capital expenditure plans.

WHAT IS ASSET MANAGEMENT?

Asset management has been previously described as the role of maximising the value of the investment to the investor.

The need for, and development of, the asset management role has come about largely through the development of large investment portfolios, both public and private, where a structured management approach was needed and subsequently evolved. Asset management describes the role which could be fulfilled by a person known as the asset manager.

In such institutional portfolios there may also be substantial investment in cash, bonds, equities and/or operating assets as well as property.

The asset manager is the specialist who directs and accepts ultimate responsibility for investment decisions leading to achievement of the overall objective(s) of the ownership of these assets.

Equally an asset manager might be referred to as a portfolio manager or investment manager.

1. The asset management role is _____.
 - a. to contribute to property management in many ways
 - b. completely compatible with the more detailed property management role discussed elsewhere in this semester
 - c. insurance and risk management
 - d. very much day to day issues important
2. Which of the following statements is not true?
 - a. The property management functions contribute to asset management in many ways.
 - b. The Property Manager will, in broad terms, be seeking to maximise income and minimize expenditure, within reasonable limits, in operational terms.
 - c. The property management is not an operational function related very much to the existing investment format.
 - d. The property management may reflect a relatively short to medium term outlook.
3. The Property Manager's operating plan should have been developed in conjunction with _____.
 - a. the asset manager
 - b. the owner
 - c. the contractor
 - d. other manager
4. _____ role has come about largely through the development of large investment

portfolios, both public and private, where a structured management approach was needed and subsequently evolved.

- a. The property management
 - b. The building management
 - c. The maintenance management
 - d. The asset management
5. The asset manager is not _____.
 a. the specialist who directs and accepts ultimate responsibility for investment decisions leading to achievement of the overall objective(s) of the ownership of these assets
 b. might be referred to as a portfolio manager
 c. might be referred to as a investment manager
 d. seeking to maximise income and minimize expenditure, within reasonable limits, in operational terms

II. Language Ability Drill(语言能力练习)

(I) Vocabulary Exercise

Study the following words. Then choose proper words for the sentences below.

Verbs	Nouns	Adjectives(形容词)	Adverbs(副词)
care	care	careful	carefully
	carelessness	careless	carelessly
add	addition	additional	
use	use	useful	
	useless		
	used		
mean	meaning	meaningful	
	meaningless		
comfort	comfort	comfortable	comfortably
	probability	probable	probably

- carelessness, careful, careless, carefully, carelessly, care(v.), care(n.)
 1) You should be very _____, and not to say anything to Paul.
 2) Xiao Hong _____ for the old man as if he were her own father.
 3) A _____ driver is a danger not only to us but also to himself or herself.
 4) All the students in this school are taken good _____ of.
 5) If Jane drove much more _____ she wouldn't have made so many accidents.
 6) He is not a diligent (勤奋) student. He shows great _____ in everything he does.
 7) Spend more time on your study, Tom. You really did your homework very _____.
- 8) You should be more _____ in future about your saying.
- add, addition, additional
 1) In _____ to English, Wang Hai speaks another foreign language.
 2) He should attend to an _____ class for this examination.