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前 言

作为经管专业英语,本书未以相关科目的专业知识为主要内容,一方面是考虑到经管类课程的专业英语对具有相关专业知识的学生来说较易理解,学起来也比较枯燥乏味,而且与其相关的原版书籍大多都有中译本。同时,对于考研应试、就业面试以及对学位论文的写作和就业后的实际工作帮助不大。另一方面是由于信息交流及检索的不畅通,学生对于相关专业的最新的原版报刊、学术论文及时尚英语接触得相对较少,其语言也相对较难理解,加之学生的英语实际应用(说写)能力大多较弱,因此,对最新的专业报道和经典的专业内容有所需求。

鉴于此,本书在选材时从考研、撰写论文、实际工作这三方面进行考虑,既要有实用性、新颖性、学术性,又要兼顾趣味性、知识性和题材的多样性,更重要的是所选材料的内容应与经管学科相关。这也构成了本书的特点。除个别文章外,本书的全部文章几乎均出自 2005 和 2006 年的国外专业出版物,希望为研究生入学考试、就业面试及工作需要奠定良好的语言基础及必要的知识储备,并且可以通过领略国际级经管大师经典文献借鉴英语经管类学术期刊的学术论文,了解学术论文的基本结构与思路,这不仅对学生能够较好地完成本科学位论文或考研后硕士论文的写作大有帮助,更重要的是能为学生就业以及就业后所从事的具体实际工作奠定良好的英语应用基础。

本书由哈尔滨理工大学唐宇(选编 1~20 课)、张米良(选编 21~33 课)任主编,哈尔滨工业大学王旻任副主编(选编 34~42 课);哈尔滨师范大学的刘丹(选编 43~47 课)、上海商业学校的刘丹阳(选编 48~50 课)参加了编写工作,全书由唐宇进行整体设计。

编者

2006 年 12 月

PROLEGOMENON

As an under- or post-graduate student, when you are going to graduate, no matter what you choose: to continue your study or to find a job, in the present economic climate it is essential for you to have more than just technical diplomas and degree. You need a comprehensive knowledge of the world as you pursue a career. And in addition, fluency in English is becoming more and more important as English is the business language of today. Of course, you don't want to let your poor language skills ruin your career prospects.

This book tries to help you with both—when you are learning the language to raise your English level and at the same time you are obtaining the competitive edge—the knowledge necessary for your career. That is the ultimate goal of this book.

Tang Yu, Zhang Mi-liang

Dec. 2006

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1. Who's Afraid of the Big, Bad Blog?

To blog, or not to blog? That is the question vexing marketing managers and public relations executives as they struggle to get to grips with the soaring popularity of weblogs, the online journals that are redefining the way millions of people around the world get news and entertainment on the internet.

Weblogs, or blogs, are the periodic rants and raves of millions of hobbyists and armchair pundits, who take advantage of easy-to-use publishing platforms to opine on everything from politics, to pornography, to the latest computer gadgets, and everything in between.

Bloggng's conversational style and anti-establishment ethos have attracted a growing and loyal readership. Technorati, the internet company, says the size of known "blogosphere" is about 20M blogs and counting. The total number of weblogs tracked by Technorati has doubled every five months for the past three years.

For companies, the rising importance of blogging as a communications tool presents a difficult dilemma.

On the one hand, avoiding the blogosphere altogether seems a bad idea. Kryptonite, a maker of bicycle locks, was caught flat-footed last year when an enterprising blogger discovered he could pick his expensive Kryptonite lock with the end of a plastic pen. Kryptonite's lack of a significant blog of its own meant it had no efficient way to respond to the original blogger's claim. A video exposing the lock's vulnerability soon spread into the mainstream media.

On the other hand, companies that wish to engage with the blogosphere face an intractable credibility problem. Bloggers are an anti-establishment lot, and messages from big business are automatically suspect. In bloggers' eyes, most companies' attempts to insert themselves into online conversation come across as ham-fisted at best, and

disingenuous at worst.^①

Business blogging recently took centre stage at Blogon, a blogging conference in New York, where media consultancy Guidewire Group released a survey that found that big and small are rushing to adopt blogging as a business tool.

Now some companies have begun to find ways to interact successfully with the blogosphere. The key to success, it turns out, is to take the company out of the picture and let the employees do the blogging.

At Microsoft, Robert Scoble, a computer specialist and “technical evangelist”, maintains a popular blog called “Scobleizer”, where he frequently promotes Microsoft products.

But Mr Scoble is no mere corporate shill. He is also a frequent critic. When one fellow Microsoft blogger asked why the company did not do more to promote SmartPhone—its e-mail—and music-enabled mobile phone—as a competitor to Apple’s iPod personal music player, Mr Scoble was unequivocal.

“I love my SmartPhone as much as the next guy,” he wrote, “but you can’t compare that to the iPod.

“Here’s why: my son will not consider buying one. A cell phone has a monthly service charge. An iPod doesn’t. Also, an iPod is ‘cool’ but a SmartPhone isn’t.”

Such statements are likely to elicit cringes from Microsoft’s PR managers. But experts say this “warts-and-all” approach is the key to becoming a credible participants in the blogosphere.

“Robert Scoble is the person who actually managed to put a human face on Microsoft,” says Suw Charman, a consultant who advises companies about blogging. “He’s not monitored by a department, he’s not monitored by legal.”

① 在博客看来,许多公司试图硬性地实施在线沟通,这难免会有些牵强,弄不好会显得无诚意。

Giving employees free rein to criticize their company's own products or to praise competitors is a big departure from the carefully constructed messages of traditional brand management. But Ms Charman says companies that insist on carrying the old ways of doing things into the blogosphere are heading for trouble.

"Business is used to inhabiting a broadcast environment, and that is not what the blogosphere is about," she says. "Companies need to learn that they can't control the message any more, then they have to learn that that's good."

Mark Jen, a computer programmer in Silicon Valley, has first-hand experience with the traditional model of message control. He became something of an accidental internet celebrity earlier this year when he was fired just weeks into his new job at Google for writing about the internal working of the internet search company on his personal blog.

Mr Jen later found a job as a product manager at Plaxo, which makes contact-management software. One of his first tasks was to help draft Plaxo's employee blogging policy.

Mr Jen argues that, used properly, blogging can help a company reach out to its customers in powerful ways. "When you go to an individual's blog and read the content... people will actually take the perception they get from an individual and project it on to the company they work for," he says. "That perception is often stronger than the message that the company is trying to get across."

Such an approach requires that companies place an immense amount of trust in employees to act as capable ambassadors. Mr Jen says that companies may have little choice. "You could say, 'I'm not going to allow my employees to blog,' but any one of your employees can still go out and start a blog anonymously," Mr Jen says.

When IBM decided to encourage its 320 000 employees to start blogging, it asked them to develop a set of simply guidelines themselves.

The result was 11 core principles, which IBM published in March.

- Know and follow IBM's internal conduct guidelines.
- Be mindful of what you write. You are personally responsible for you posts.
- Use your real name and state your role at IBM when writing about IBM-related matters.
- Use a disclaimer stating that your postings do not necessarily represent IBM's positions, strategies or opinions.
- Respect copyright, fair use and financial disclosure laws.
- Do not leak confidential or other proprietary information.
- Do not talk about clients, partners or suppliers without their approval.
- Respect your audience. Do not use profanity or ethic slurs.
- Find out who else is blogging about your topic and cite them.
- Do not pick fights, and correct your own mistakes.
- Try to add value. Provide worthwhile information and perspective.

James Snell, an IBM blogger and software developer, described the process: "The final draft was published up a bit by the corporate communications and legal folks, but the bullet points were written by IBM's bloggers based on what they felt was important both for them and for the company. In other words, this isn't a policy that IBM is imposing upon us, it is a commitment that we have all entered into together."

IBM's guidelines read more like a list of best practices than a rulebook. Along with the obvious advice about not sharing company secrets or commenting on sensitive financial information, they encourage IBM bloggers to use their real names, and state their position in the company.

Employee blogs have the potential to shine a spotlight on a company's inner workings, and managers are right to be cautious. Public relations consultants wrestling with the problem say blogging is certainly not a good

idea for everyone. IBM says it was careful to weigh the risks of increased transparency before it decided to embrace the trend.

“Businesses and organizations of all sorts are going to need to begin rethinking what official channels of communication are,” says IBM. “They are going to have to rethink what the official release of information means. There will probably be missteps along the way, but we see the risks and the learning curve as being worth it.”

IBM likens its experiment in blogging to its efforts in the mid-1990s to encourage employees to surf the internet. At the time, many of the benefits were unclear, but eventually, as the internet changed, IBM says that having employees with their ears close to the ground allowed the company to change along with it.^①

From *Financial Times Friday*
November 4, 2005

New Words

blog *n.* 博客

blogosphere *n.* 博客圈

vex *vt.* 烦恼

grip *vt.* 紧握

rant *n.* 咆哮, 激昂的演说

rave *n.* 咆哮

pundit *n.* 印度学者, 博学者

opine (*opinion*) *v.* 想, 以为

pornography *n.* 色情文学

gadget *n.* 小器具, 小配件

ethos *n.* 社会思潮, 风气

flat-footed *adj.* 断然的, 直截了当的

① 当时, 这样做的诸多益处尚不明朗, 但结果是, 随着因特网的变化, IBM 认为让员工耳闻目睹关注周边的变化, 使得公司亦能够随之发生变化。

intractable *adj.* 难处理的

antiestablishment *n.* 反对正流派的

ham-fisted *adj.* 愚笨的, 拳头很大的

evangelist *n.* 圣经新约福音书的作者, 福音传道者

unequivocal *adj.* 明确的

elicit *vt.* 得出, 引出

cringe *vi.* 畏缩; 奉承

spotlight *n.* 聚光灯

misstep *n.* 失足

profanity *n.* 下流话

If you wish to succeed, you should use persistence as your good friend, experience as your reference, prudence as your brother and hope as your sentry.

—Thomas Edison, American Inventor

如果你希望成功, 当以恒心为良友、以经验为参谋、以谨慎为兄弟、以希望为哨兵。

——美国发明家爱迪生

2. The Prescription for Efficient Management

When is a manger not a manager? The answer, it seems, is when he or she is given the title of “manager” but does not actually do any managerial work—any work at all.

As long ago as 1929, disgusted by the laziness and inactivity, the Canadian management consultant Herbert Casson wrote, “It is far safer, more sensible and more profitable to sack a do-nothing manager and put a bag of sand in his chair.”^①

The sentiment was echoed by a report published last month by the UK’s Skill Sector Development Agency, which concluded that poor performance in UK financial services might in part be linked to the do-nothing managers in many companies in this sector.

So what should companies do about the problem of non-productive managers?

In his 1958 satirical book *Parkinson’s Law*, the lawyer and historian C. Northcote Parkinson maintained that the primary task of managers is to make work for each other, rather than focusing on productivity or efficiency. More seriously, observers as varied as Karl Max and the American management guru Tom Peters have argued that most managerial work is essentially “unproductive”, and that it is frontline or shop floor workers who are responsible for productivity.

For many years it was taken for granted that managerial work, by definition, not productive. Following Adam Smith’s division of the economy into sectors of productive and unproductive labor, many economists consigned managers, entrepreneurs and capitalists to the latter category.

Although Max held that such unproductive labor ought to be abolished

① 与其雇佣一个什么也不干的经理,倒不如在他的位置上放上一包沙来的更安全、更明智和更有利。

and control given over to the “productive” workers, others, such as the publisher and member of parliament Sir Samuel Egerton Brydges and the Scottish philosopher Sir George Ramsay, held managers play an important role in ensuring that the labor of workers really was productive. Manager didn’t create wealth themselves but they created conditions in which productive labor could flourish and wealth be created.

The American school of scientific management also drew a sharp distinction between managers, whose job was to plan, organize and direct, and workers, who carried out labor tasks following management orders. Although this model stresses the primacy of management, it also suggests that managers do no productive work; their job is tell others how to be as productive as possible.

Yet the first large-scale study of human motivation in the workplace, conducted at Western Electric in the 1920s and 1930s, entirely rejected this view. The authors, Harvard professor Fritz Roethlisberger and Western Electric executive William Dickson, concluded that management has two central functions: to ensure that the entire enterprise is focused on a common economic purpose or goal; and to “maintain the equilibrium of the social organization” so that workers are motivated to contribute to the common purpose and get satisfaction from doing so.

Roethlisberger and Dickson’s achievement was to move the perception of management from the top of the business to its centre. Managers are not just there as a support function for the frontline; they create the conditions in which the frontline operates and provide the motivating force that inspires the frontline to work efficiently and effectively.

From this vantage point it is a short step to the statement by Peter Drucker, the Austrian-born management guru, that “the manager is the dynamic, life-giving element in every business. Without his leadership, the ‘resources of production’ remain resources and never become productive.”

Yet this still leaves the problem of how much management is enough.

A 1985 survey by consultants AT Kearney threw some light on the issue, finding that higher performing companies had 500 fewer managers per \$ 1bn of sales than the lower performers. Among the lower performers, not all managers were contributing to the performance of the company.

To understand how managers contribute to performance, we can return to Roethlisberger and Dickson, who argued that the day-to-day work of the manager consisted of managing three things: structures or organizations, communications and people.

Drawing on the case of Western Electric, a high-technology manufacturer of telephone systems equipment, they showed how businesses are constantly changing and evolving.

One of the purposes of the manager, they believed, was to manage this change for the benefit of both the business and the people. Managing communications is a requirement if anyone in the business is to share a common purpose and know their own role in achieving that purpose.

Finally, individuals need to be managed to ensure that they are motivated to do their work well and, crucially, that this work also gives them personal satisfaction and fulfillment.

In addition, the Western Electric cases showed that there was a direct relationship between managerial work and productivity, good managers got more out of their workers.

The three elements of structure, communications and motivations in turn determine the success and profitability of the business.

On motivation, Roethlisberger and Dickson found a strong link between how well managers carried out their motivational tasks and how well workers performed. If the managers fail, then the company fails; if the managers do well, then the company prospers.

Continental Airlines in the mid-1990s provided a good illustration of this. Gordon Bethune, then chief executive, changed the management culture by making managers work more closely with, and be more

responsive to, employees. The result was the rapid turn-round of a failing company as the performance of both managers and workers improved.

Roethlisberger and Dickson also showed that managerial functions often have little or nothing to do with job titles. Anyone who is involved in the tasks mentioned—shaping organizations and managing change, communications and motivating people—is performing a managerial function.

Today, it is becoming increasingly difficult to tell managers and workers apart. In the New Global Stage, Kenichi Ohmae, a Japanese management writer, even argues that the hierarchical division between managers and workers should be scrapped together, on the grounds that it has become too inflexible to serve in fast-changing markets.

On the other hand, there are also far too many cases where people who are titled managers are not in fact performing any managerial function—sometimes performing no function at all.

Some have suggested that problems of underperformance and non-performance can be solved through training or reassignment to new positions. Infosys, the India IT company, prefers this method to simple dismissal. N. R. Narayana Murthy, the company's founder and chief executive officer, says that if a manager or worker fails at their job, "we will move him or her gently to some other area where the strengths are put to better use. One has to be gentle because at end of the day we have to bring out the best in everybody."

If motivation is important, self-esteem also plays a large role in job satisfaction and giving the employee the title of "manager" is a way of rewarding them for work done. But this can be dangerous if, in the words of psychologist Laurence Peter, they are being promoted beyond the limits of their competence. There are better ways of rewarding good work than giving someone a meaningless job title.

Regardless of title or position, people who perform the managerial