商务英语泛读

（第一册）

BUSINESS ENGLISH EXTENSIVE READING

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内 容 简 介

《商务英语泛读》系列教材以《国家中长期教育改革与发展规划纲要》为指导，以高校培养高素质、应用性人才为目标，结合高校教学和商务活动实际情况，精选语料，科学编排。

本教材为第一册，共设计十个单元，主题涵盖企业组织与管理、企业文化与职场关系、人力资源管理、商务公文、商务会议、商务谈判、商务礼仪、商务旅行、营销策略、财务管理与控制等。

本教材适合高校商务英语专业或其他相关专业学生及国际商务从业人员自学、参考。

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前　　言

　　《商务英语泛读》系列教材以《国家中长期教育改革与发展规划纲要》为指导，以高校培养高素质、应用性人才为目标，结合高校教学和商务活动实际情况，精选语料，科学编排。

　　本套教材从商务活动的宏观体系入手，关注现代商务活动中涉及的新的主要的商业形态及其与社会之间的互动关系，并将这些商务活动的内涵、商业形态的模式、商业与社会关系的关键知识点呈现给读者，使读者通过本教材的学习，基本了解现代商业形态中各种流程的内涵和操作方法，培养良好的商业意识、职业素养与行为习惯。本套教材以工作过程为导向，辅以宽口径认知模式，坚持"学以致用"的编写原则，具有较强的实用性和可操作性。
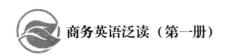
　　本教材为第一册，共设计十个单元，主题涵盖企业组织与管理、企业文化与职场关系、人力资源管理、商务公文、商务会议、商务谈判、商务礼仪、商务旅行、营销策略、财务管理与控制等。在编写体例上，每个单元均采取"导读＋课文＋模拟＋轻松一刻"的组合模式，具体由导读与热身、课文（含词汇与注释、同步练习）、商务模拟、轻松一刻四大部分组成。

　　第一部分　导读与热身（Lead-in and Warming-up）用简明扼要的语言介绍本单元的主题，引导读者对主题所涉及的内容进行开放式的探讨。

　　第二部分　课文（Text）共设置两篇文章，所选文章紧紧围绕主题，语言地道，融知识性、趣味性、实用性为一体。各单元间语言难度呈递进趋势，总体难度控制在英语专业三年级学生可接受的范围之内。文章选材包括主题所涉及内容的主要方面，并能体现实践操作中所需的应用性内容。

　　词汇与注释（Vocabulary, Notes and Terms）列出与课文相关的生词、商务术语，对部分概念、理论进行详细注解。

　　同步练习（Exercises）就文章内容设置选择、判断、填空及开放性

讨论等多种形式的练习题，巩固读者所学，加深读者对文章的理解。

第三部分 商务模拟（Business Simulation）围绕单元主题，编排与主题有关的实例，使读者通过学习掌握相关表达方式及操作流程；同时，科学合理地设置模拟环节，通过模拟练习，使读者将所学专业知识运用到具体的专业实践中，进而促进其专业知识向专业技能转化的过程。

第四部分 轻松一刻（Fun Time）通过英文小故事、幽默笑话、经典电影对白、绕口令、填字游戏等娱乐方式，增强教材的趣味性，让读者享受轻松一刻。

教材的最后安排了练习题的答案，可供读者参考、检查学习效果。

本教材由有着丰富一线教学经验的老师编写而成，安徽机电职业技术学院李健老师和广州康大职业技术学院詹书权老师担任主编，芜湖职业技术学院吴翔老师负责第一单元的编写工作，安徽工商职业学院戴歆老师负责第二单元，安徽机电职业技术学院王先好老师负责第三单元，广州康大职业技术学院吕晓老师负责第四单元，安徽机电职业技术学院李健老师负责第五单元，芜湖信息技术职业学院陈跃老师负责第六单元，马鞍山职业技术学院万麟老师负责第七单元，广州康大职业技术学院詹书权老师负责第八单元，广州康大职业技术学院汪全刚老师负责第九单元，江苏省沙洲职业工学院耿建祥老师负责第十单元。由于编者水平有限，难免存在疏漏和不足之处，恳请各位专家、读者批评指正！

目　　录

Unit One
Company Organization and Management

Part One   Lead-in and Warming-up

Lead-in

Companies should be well-organized and have good management. Management includes a lot of factors and different companies need different organizational structures. This unit will take a close look at the basic aspects of management and the different types of company structures.

Warming-up

You are required to discuss the following questions in groups and then present your group

idea to the whole class.

(1) Can you list some factors of management?

(2) What is your understanding of successful management?

(3) Do you know the names of different company structures?

Part Two Texts

Text A

What Management Is and Why Management Is Needed

Management is the process of planning and decision making, organizing, leading, and controlling an organization's human, financial, physical, and information resources to achieve organizational goals in an efficient and effective manner.

1. Functions of Management

(1) Planning and Decision Making: Determining Courses of Action

In its simplest form, planning means determining an organization's goals and deciding how best to achieve them. Decision making, a part of the planning process, involves selecting a course of action from a set of alternatives. Planning and decision making help maintain managerial effectiveness by serving as guides for future activities.

(2) Organizing: Coordinating Activities and Resources

Once a manager has developed a workable plan, the next phase of management is to organize people and other resources necessary to carry out the plan.

(3) Leading: Motivating and Managing Employees

The leading function consists of four different activities. One is motivating employees to expend effort[1]. The second aspect of leading is leadership itself. The third part of leading is dealing with[2] groups and group processes. Finally, communication is the fourth component of leading.

(4) Controlling: Monitoring and Evaluating Activities[3]

As the organization moves toward its goal, management must monitor its progress. It must make sure the organization is performing in such a way as to arrive at its "destination" at the appointed time[4].

2. Management as Both Art and Science

Management is a combination of both art and science, and this combination is not a fixed proportion but is found in varying proportions in different situations.

In general, effective managers use the scientific approach in making decisions. In many aspects of planning, leading, communicating and dealing with the human element, however, managers must also use the artistic approach. In short, management is not so much a hard science[5], like chemistry or physics, but rather it has more in common with the social science such as psychology and sociology[6].

Management is needed in organizations because without it people would go off on their own and work toward obtaining their own objectives independently of others. Without management in organizations, effort would be wasted. Therefore, management is needed to ① reach objectives, ② maintain balance between conflicting goals, and ③ achieve efficiency and effectiveness.

(1) To Reach Objectives

Management is needed to reach organizational and personal objectives. This need was well expressed by Lawrence A. Appley, past president of American Management Association, when he said, "The basic function of management is to attain objectives through action taken by the members of the organization. Since dynamics are the forces which produce the action and motion, it follows that dynamics of the management are those forces which produce the action which is required. Those forces of management do not just happen. They must be given impetus by managers."

The objective of most public and private organizations is to perform a service for the public. To be sure, private firms are expected to receive a profit from their operations, but in a capitalistic economy, this is acceptable and even considered to be in the public interest. Even in profit-oriented firms, however, the objective must be to perform a service for others in order to make a profit for the owners. Therefore, if you want to be a manager in a private business, you must keep in mind the need to have "profitable service" as your company objective. The reason for this is that if the firm stops giving service, people will no longer patronize it, and profit will not result. If there are no profits, however, the company will soon be unable to perform the needed service.

(2) To Maintain Balance between Conflicting Goals

It should be emphasized at this point that managers need to maintain balance among the conflicting objectives, goals and activities of members of an organization. There must be a balance between such things as income and expenditures, individual and internal expenditure, the services offered versus the costs involved, and the demands of different groups.

As shown, management holds in trust the interest of many different groups. It performs the function of stewardship on behalf of the owners, who are seeking a satisfactory return on their investment. The return may be profits (as in a business) or service (as in city, state or federal

government). It must also consider the best interest of the employees, who seek good pay, safe and comfortable working conditions, fair and equitable treatment, the greatest possible job security, and more time off. The interest of the public including consumer groups, environmentalists, and civil rights advocates, must be looked after. Management must also please its customers, clients and consumers, for without them the organization would be without purpose. Others such as creditors, suppliers, union leaders and trade associations must also be considered. Finally, management must satisfy the needs and demands of various governments. If management favors one group at the expense of the others, it will, in the long run, tend to create an imbalance that will be detrimental to the organization.

(3) To Achieve Efficiency and Effectiveness

An organization's performance can be measured in many different ways. Two of the most common ways are in terms of efficiency and effectiveness.

Efficiency, the ability to "get things done correctly", is a mathematical concept, as it is the ratio of output and input. An efficient manager is the one who achieve higher outputs (results, productivity and performance) relative to the inputs (labors, materials, money, machines and time) needed to achieve them. In other words, managers who can minimize the cost of resources used to attain a given output are considered efficient. Or, conversely, the manager who can maximize output for a given amount of input is considered efficient.

Effectiveness is the ability to "do the right things", or to get things accomplished. This includes choosing the most appropriate objectives and the proper methods of achieving the objectives. That is, effective managers select the "right" things to do and the "right" methods for getting them done.

Vocabulary

1. efficient   *adj.*   效率高的
2. effective   *adj.*   有效的，有用的
3. manner   *n.*   方式，样式，方法
4. course   *n.*   行动方向，路线，方针
5. action   *n.*   行动，行为，活动
6. coordinate   *v.*   (使) 协调
7. workable   *adj.*   切实可行的
8. consist   *v.*   由……组成，由……构成
9. expend   *v.*   消费，花费，用光，耗尽
10. appointed   *adj.*   约定的，指定的
11. proportion   *n.*   份额
12. aspect   *n.*   方面
13. artistic   *adj.*   艺术的

14. psychology   *n.* 心理学

15. sociology   *n.* 社会学

16. dynamics   *n.* （人或事物的）相互作用的方式

17. impetus   *n.* 动力，刺激

18. patronize   *v.* 经常光顾

19. stewardship   *n.* 管理，组织工作

20. equitable   *adj.* 公平合理的

21. advocate   *n.* 拥护者

22. creditor   *n.* 债权人，债主

23. detrimental   *adj.* 有害的，不利的

Notes

1. One is motivating employees to expend efforts.   第一就是激励员工尽其最大努力。

2. deal with   处理

3. monitoring and evaluating activities   监督与评价活动

4. ... performing in such a way as to arrive its "destination" at the appointed time. ……按这样一种方式运行，即在指定的时间达到预期的目标。

5. In short, management is not so much a hard science, ...   简而言之，管理并不是那样的一门硬科学，……

6. ... but rather it has much more in common with the social sciences such as psychology and sociology.   ……而是与心理学、社会学等社会科学有更多的相同之处。

Exercises

1. Single Choice

You are required to pick up the most appropriate choice according to your understanding of the text.

（1）The process of planning, organizing, leading, and controlling resources to achieve organization goals is _____.

A. management   B. organization

C. strategic planning   D. administration

（2）Which of the following is not a managerial function? _____

A. Organizing activities.

B. Controlling organizational activities.

C. Efficiently obtaining resources.

D. Leading.

（3）Goals toward which an organization might work include _____ .

A. profit   B. social satisfaction

C. growth in sales   D. all the above

2. Blank Filling

You are required to complete the blanks with the words given below. Change the form when necessary.

| process   coordinate   carry out   workable   expend   appoint |
| efficient   course   consist   destination   motivate   effective |

（1）Extensive tests have been _____ on the patient.

（2）Our luggage was checked all the way through to our final _____ .

（3）Aspirin is a simple but highly _____ treatment.

（4）They _____ him captain of the Chinese team.

（5）A new manager came here to _____ the work of the team.

（6）I'm afraid getting things changed will be a slow _____ .

（7）She is very good at _____ her students.

（8）She _____ all her efforts on the care of home and the children.

3. Translation

You are required to translate the following paragraphs into Chinese.

（1）The leading function consists of four different activities. One is motivating employees to expend effort. The second aspect of leading is leadership itself. The third part of leading is dealing with groups and group processes. Finally, communication is the fourth component of leading.

_____

_____

_____

_____

（2）In general, effective managers use the scientific approach in making decisions. In many aspects of planning, leading, communicating and dealing with the human element, however, managers must also use the artistic approach.

_____

_____

_____

_____

Text B

Time for the"Big Small"Company

With speed increasingly seen as the key to competitive advantage, the dream is to marry control of an established company with the responsiveness of a start-up. Advances in IT now mean that the"big small"company is finally feasible[1].

In the hierarchical companies of the 1960s and 1970s, information moved slowly and channels of communication were limited. Over the past few years, however, large companies have come under ever-increasing pressure to collect, process and distribute information more quickly in order to compete with smaller, more nimble rivals. The key challenge facing any sizeable organization today is how to achieve responsiveness without losing the control inherent in a hierarchical structure.

All types of organization are controlled through two sets of processes. Operating processes define how a company produces, sells, distributes and supports its products and services. management processes define how a company directs, coordinates and controls these operations. Typical management processes include planning, budgeting and human resource management.
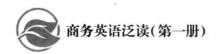
Traditional hierarchical organizations control operating processes through standardization of jobs. These jobs are separated into sequential steps and carried out through direct supervision. However, the line workers lack both the authority and motivation to improve these routine tasks is limited by their local view of the business. Management processes in such companies are also hampered by the time it takes to recognize that change is needed. Thus, hierarchical control is only truly effective in relative stable business environments where change happens slowly.

Entrepreneurial organizations, on the other hand, allow fast response without any loss of control. Daily personal interactions between the owners and employees ensure flexibility and responsiveness, while instant feedback ensures effective control. However, as the company becomes larger and more complex, this control breaks down and more structured operating and management processes are required.

An information age organization can manage the complexity of the large hierarchical structure without losing the speed of entrepreneurial start-up. IT plays

a critical role. It coordinates complex fast-cycle operating processes and, more importantly, gives decision-makers quick access to detailed, real-time information about operations and market performance. Once all this information is flowing, employees can quickly evaluate their decisions and continually refine both strategy and operations. Organizational control then becomes a dynamic, information-enabled learning process rather than a static monitoring system.

However, although IT makes the "big small" company possible, it cannot motivate people to use information in order to act on behalf of the organization. The challenge for organizations is therefore to ensure that managers and employees share the same perspective on the business and are motivated to accomplish the same goals.

Vocabulary

1. hierarchical   *adj.* 层级制的
2. responsiveness   *n.* 快速反应能力
3. entrepreneurial   *adj.* 企业的，企业家的
4. start-up   *n.* 新兴公司，新创办的公司

Notes

1. With speed increasingly seen as the key to competitive advantage, the dream is to marry control of an established company with the responsiveness of a start-up. Advances in IT now mean that the "big small" company is finally feasible.　如今，速度越来越被认为是获得竞争优势的关键。人们向往着能把老牌知名企业的管理能力和新兴公司的快速反应能力结合起来。信息技术的进步意味着"健全高效的"公司体制终于成为可行的现实。

Exercises

Discuss the following questions in groups and then present your group idea to the whole class.

(1) What are the advantages and disadvantages of each company structures?
(2) What is the difference between operating and management processes?
(3) How do hierarchical companies ensure control of operating system?
(4) How can entrepreneurial companies be responsive and retain control?
(5) Why doesn't information alone guarantee effective management?

Part Three　**Business Simulation**

Sample

In this section, you will learn three levels of management.

Levels of Management

Most organizations have three management levels: low-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.

Top-level Managers

They consist of board of directors, president, vice-president, CEO, etc. They are responsible for controlling and overseeing the entire organization. They develop goals, 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. They should have a broadened understanding of how competition, world economies, politics and social trends effect organizational effectiveness.

Middle-level Managers

They consist 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. Some of their functions are as follows:

—Designing and implementing effective group and intergroup work and information systems.

—Defining and monitoring group-level performance indicators.

—Diagnosing and resolving problems within and among work groups.

—Designing and implementing reward systems supporting cooperative behavior.

Low-level Managers

They consist of supervisors, section leads, foremen, etc. They focus on controlling and