

21世纪高等学校规划教材 | 计算机应用

IT英语实务

王翔 主编



清华大学出版社

21世纪高等学校规划教材



IT英语实务

王翔 主编

清华大学出版社
北京

内 容 简 介

本书为满足 IT 服务外包产业对于企业员工在专业英语方面的技能需求,以培养和提高学生在未来工作岗位上使用 IT 英语的能力为目的,根据服务外包发展趋势和 IT 类专业自身特点,较为系统地讲述了 IT 英语知识和基本技能,强调实用性、IT 专业与商务英语的融合以及 IT 英语学习的可持续性。

全书共有 32 单元,每单元除专业课文及配套练习外,还引用了知名企业当今主流产品的英文介绍和使用说明书,为学生提供与未来实际工作接轨的仿真环境。全书内容涵盖计算机软硬件基础知识、多媒体技术、网络技术、电子商务及嵌入式技术等专业英语知识以及英文商务信函、英文电子邮件、商务电话英语、商务口语等方面的内容,并将课文参考译文、练习参考答案等内容作为共享电子资源。

本书可作为高等学校计算机科学与技术专业、软件工程专业、电子商务专业等 IT 类相关专业本科学生的教学用书,也可供 IT 领域的工作人员或关注、爱好 IT 业的朋友们学习参考。

本书封面贴有清华大学出版社防伪标签,无标签者不得销售。

版权所有,侵权必究。侵权举报电话:010-62782989 13701121933

图书在版编目(CIP)数据

IT 英语实务 / 王翔主编. —北京:清华大学出版社, 2015

21 世纪高等学校规划教材·计算机应用

ISBN 978-7-302-40006-6

I. ①I… II. ①王… III. ①IT 产业-英语-高等学校-教材 IV. ①H31

中国版本图书馆 CIP 数据核字(2015)第 086401 号

责任编辑:闫红梅 李 晔

封面设计:傅瑞学

责任校对:梁 毅

责任印制:何 芊

出版发行:清华大学出版社

网 址: <http://www.tup.com.cn>, <http://www.wqbook.com>

地 址:北京清华大学学研大厦 A 座 邮 编:100084

社总机:010-62770175 邮 购:010-62786544

投稿与读者服务:010-62776969, c-service@tup.tsinghua.edu.cn

质量反馈:010-62772015, zhiliang@tup.tsinghua.edu.cn

课 件 下 载: <http://www.tup.com.cn>, 010-62795954

印 装 者:三河市金元印装有限公司

经 销:全国新华书店

开 本:185mm×260mm 印 张:23.5 字 数:589 千字

版 次:2015 年 7 月第 1 版 印 次:2015 年 7 月第 1 次印刷

印 数:1~2000

定 价:39.00 元

前言

专业英语是高等院校 IT 类专业的必修课程。多年来围绕着 IT 英语课程建设,来自高校、行业、企业的专家、学者和老师进行了大量的理论探讨和教学实践,以期不断提高学生专业英语的应用能力。当前我国正在加快产业升级的步伐,属于高端服务业的 IT 服务外包领域成为大学生就业的新热点。2013 年,中国软件与信息服务外包产业出口额约为 105 亿美元,主要面向利润较低的日本市场,而同期印度该领域的出口额约为 758 亿美元,主要面向高附加值的欧美市场。国际服务外包市场的通行语言是英语,印度在这方面具有明显优势。相比之下,我国在提升面向欧美市场的接包实力方面,专业英语成了关键的技能短板。因此,提升在服务外包领域的英语应用能力已经成为高校 IT 类专业英语课程改革与建设的重要方向。

通过多年的教学探索以及参与软件外包企业具体业务操作的实践过程,我们感到学生只有具备在 IT 领域良好的商务英语沟通能力、英文专业技术资料的阅读能力以及行业英文资讯的获取能力,才能胜任 IT 服务外包企业的工作岗位。这就需要 IT 英语教材既要专注于提升读者专业术语表达以及专业资料查询与阅读能力,同时也要着力解决 IT 领域商务英语方面的教学问题。

本书引用了国内外知名 IT 企业当今主流产品的介绍和使用说明书,力求为读者提供一个仿真的工作环境,全面提升学生在未来实际工作中使用 IT 英语的技能水平和职业素养。在教学要求上,强调 IT 领域的专业术语及相关技术的英语表述和阅读方法,不将公共英语方面的内容作为教学重点,从而避免与《大学英语》课程重叠;在编写内容上,强调广泛地讲述和介绍 IT 英语知识与技能,力求使读者能较为全面地掌握使用 IT 英语的思想和方法,并对以后继续深入学习 IT 英语奠定基础,不对某一知识或某一技术细节着太多笔墨,从而避免与 IT 类其他中文专业教材重叠。此外,本书介绍了英文商务信函、英文电子邮件、商务电话英语以及商务口语等方面的内容,并使之与 IT 专业技术有机融合,培养和提升读者 IT 服务外包领域的英语沟通能力。

本书在编写过程中,参考了大量的文献资料,其中部分内容来自互联网,特别是 IT 领域一些知名厂商和机构官方网站以及包括 Wikipedia 在内的咨询及百科类网站。在此向这些文献资料的作者深表谢意。为更好地服务于教学,编者已将本书课文部分的译文及习题参考答案作为共享资源供大家下载使用。

本书由王翔任主编,王彦、张臻任副主编。第 1~20、25~28 单元由王翔编写,第 21~24 单元由张臻编写,第 29~32 单元由王彦编写。赵家华、李莉、高博、高本才参与了本书译文、习题答案整理部分的编写工作。

本书可作为高等学校计算机科学与技术专业、软件工程专业、电子商务专业等 IT 类相关专业本科学生的教学用书,也可供 IT 领域的工作人员或关注、爱好 IT 业的朋友们学习

参考。

尽管我们为满足 IT 服务外包产业对于 IT 类技术人员在专业英语方面的技能需求，在专业英语教材建设方面，做出了许多努力，但由于编者的水平有限，加之时间仓促，书中内容难免有错误、不足和疏漏之处，恳请各教学单位、行业和企业的工作人员及广大读者不吝赐教、批评指正。

编 者

2014 年 11 月



Table of Contents

IT Outsourcing Managed Service	1
Unit 1 Outsourcing	2
Unit 2 Software Outsourcing.....	29
Unit 3 Business Process Outsourcing.....	48
Unit 4 Information Technology outsourcing	70
Computer and Internet	97
Unit 5 The Development of Computer Technology	98
Unit 6 Computer Hardware	114
Unit 7 Computer Software.....	137
Unit 8 The Introduction of Internet	149
Multimedia	161
Unit 9 An Introduction to Multimedia.....	162
Unit 10 Storage of Multimedia.....	173
Unit 11 Flash	183
Unit 12 Multimedia Application.....	190
Programming Languages	197
Unit 13 The Development of Programming Languages.....	198
Unit 14 Object-oriented Programming Concepts	209
Unit 15 C++ and Java	219
Unit 16 Fourth-generation Programming Language	233
Database and Data Warehouse	241
Unit 17 An Introduction to Database.....	242
Unit 18 SQL Fundamentals	252
Unit 19 Foundation of Database.....	259
Unit 20 Microsoft SQL Server 2000	268
Computer Networks	281

Unit 21	The Network Component	282
Unit 22	Network Security	288
Unit 23	Mobile Internet	293
Unit 24	4G Technology	298
E-commerce		303
Unit 25	E-commerce Basics	304
Unit 26	B2C and B2B	317
Unit 27	Creating an Integrated E-commerce Strategy	326
Unit 28	Introduction to International Taxation of E-commerce	334
Embedded Technology		341
Unit 29	Microcontroller	342
Unit 30	Embedded System	346
Unit 31	An Introduction to Windows CE and Linux	351
Unit 32	Embedded Processor Based Automatic Temperature Control of VLSI Chips	359
References		369

IT Outsourcing Managed Service

Unit 1

Outsourcing

WORDS AND EXPRESSIONS

outsourcing	['aut,sɔ:sɪŋ]	外包, 外购
strategy	['strætɪdʒi]	策略, 战略
Dell	[del]	戴尔公司, 戴尔电脑
transfer	[træns'fə:]	转移, 迁移
employee	[,emplɔɪ'i:, im'plɔɪ'i:]	雇工, 雇员
asset	['æset]	资产, 财产
in-house	[in'haus]	公司内部, 组织内部的
insourcing	['ɪnsɔ:sɪŋ]	内包, 内销
offshoring	[,ɔ:f'ʃɔ:(r)ɪŋ]	离岸外包, 境外生产
nearshoring	['niəʃɔ:(r)ɪŋ]	近岸外包
crowdsourcing	[kraud'sɔ:sɪŋ]	众包
multisourcing	['mʌlti'sɔ:sɪŋ]	多方外包
strategic outsourcing	[strə'ti:dʒɪk] ['aut,sɔ:sɪŋ]	战略外包
philosophy	[fɪ'lɒsəfi]	哲学, 哲学的
appropriate	[ə'prəʊpɪət]	适当的, 恰当的
willingness	['wɪlɪŋlɪs]	自愿, 乐意
flexible	['fleksəbl]	灵活的, 易弯曲的
preferential	[,prefə'renʃəl]	优先的, 优先选择的
repackaging	[ri'pækɪdʒɪŋ]	再装配, 再包装
end-customer	[end] ['kʌstəmə]	最终客户; 终端用户
de facto	[dei'fæktəu]	实际上, 事实上
regulation	[regju'leɪʃən]	管理, 控制
de-regulation	[di:regju'leɪʃən]	放宽管制, 解除管制
non-tradable	[nɒn'treɪdəbl]	非贸易或不可流通
industrialization	[ɪn,dʌstriəlai'zeɪʃn]	工业化, 产业化
deindustrialization	[di:ɪndʌstriəlai'zeɪʃən]	产业空洞化

legislative	['ledʒis.leitiv]	法制的, 立法的
reshore	['ri:'ʃɔ:]	回迁
third-party		第三方的, 第三方软件
cost-effectively		符合成本效益的, 合算的
Export Processing Zone		出口加工区
Information Technology Outsourcing (ITO)		信息技术外包
Business Process Outsourcing (BPO)		业务流程外包
Human Resources Outsourcing (HRO)		人力资源外包
Service Level Agreement (SLA)		服务水平协议
North American Free Trade Agreement (NAFTA)		北美自由贸易协定

QUESTIONS AND ANSWERS

1. What is the developmental background of outsourcing?
2. Can you introduce the main forms of outsourcing?
3. Can you introduce the process of outsourcing?
4. What are the chief factors of determining success or failure of commercial operations in outsourcing?
5. What's the relationship between outsourcing and employment?
6. What's the relationship between outsourcing and environmental protection?
7. Can you sum up the advantages and disadvantages of outsourcing?
8. Can you tell us something about developments in Chinese outsourcing?

TEXT

What is outsourcing? Outsourcing is contracting with another company or person to do a particular function. In fact, outsourcing is an effective cost-saving strategy when used properly. Almost every organization outsources in some way. Typically, the function being outsourced is considered non-core to the business. An advertising agency, for example, might outsource its janitorial and landscaping operations to firms that specialize in those types of work since they are not related to advertisement or strategic to the business. An example of a manufacturing company outsourcing would be Dell buying some of its computer components from another manufacturer in order to save on production costs. Alternatively, businesses may decide to outsource book-keeping duties to independent accounting firms, as it may be cheaper than retaining an in-house accountant. The outside firms that are providing the outsourcing services are third-party providers, or as they are more commonly called, service providers.

In business, outsourcing is the contracting out of a business process to a third-party. The

term “outsourcing” became popular in the United States near the turn of the 21st century. Outsourcing sometimes involves transferring employees and assets from one firm to another, but not always. Outsourcing is also used to describe the practice of handing over control of public services to for-profit corporations. The opposite of outsourcing is called insourcing, which entails bringing processes handled by third-party firms in-house, and is sometimes accomplished via vertical integration. However, a business can provide a contract service to another business without necessarily insourcing that business process.

Outsourcing has been around as long as work specialization has existed, in recent history, companies began employing the outsourcing model to carry out narrow functions, such as payroll, billing and data entry. Those processes could be done more efficiently, and therefore more cost-effectively, by other companies with specialized tools and facilities and specially trained personnel. Businesses increasingly outsourced to suppliers outside their own country, sometimes referred to as offshoring or offshore outsourcing. Several related terms have emerged to refer to various aspects of the complex relationship between economic organizations or networks, such as nearshoring, crowdsourcing, multisourcing and strategic outsourcing.

Currently, outsourcing takes many forms. Organizations still hire service providers to handle distinct business processes, such as benefits management. But some organizations outsource whole operations. The most common forms are information technology outsourcing (ITO) and business process outsourcing (BPO). Business process outsourcing encompasses call center outsourcing, human resources outsourcing (HRO), finance and accounting outsourcing, and claims processing outsourcing. These outsourcing deals involve multi-year contracts that can run into hundreds of millions of dollars. Frequently, the people performing the work internally for the client firm are transferred and become employees for the service provider. Dominant outsourcing service providers in the information technology outsourcing and business process outsourcing fields include IBM, EDS, CSC, HP, ACS, Accenture and Capgemini.

The process of outsourcing generally encompasses four stages:

- strategic thinking, to develop the organization’s philosophy about the role of outsourcing in its activities.
- evaluation and selection, to decide on the appropriate outsourcing projects and potential locations for the work to be done and service providers to do it.
- contract development, to work out the legal, pricing and service level agreement (SLA) terms.
- outsourcing management or governance, to refine the ongoing working relationship between the client and outsourcing service providers.

In all cases, outsourcing success depends on three factors: executive-level support in the client organization for the outsourcing mission; ample communication to affected employees; and the client’s ability to manage its service providers. The outsourcing professionals in charge of the work on both the client and provider sides need a combination of skills in such areas as negotiation, communication, project management, the ability to understand the terms and

conditions of the contracts and service level agreements (SLAs), and, above all, the willingness to be flexible as business needs change.

One of the biggest changes in the early 21st century came from the growth of groups of people using online technologies to use outsourcing as a way to build a viable service delivery business that can be run from virtually anywhere in the world. The preferential contract rates that can be obtained by temporarily employing experts in specific areas to deliver elements of a project purely online means that there is a growing number of small businesses that operate entirely online using offshore contractors to deliver the work before repackaging it to deliver to the end user. One common area where this business model thrives is in providing website creation, analysis and marketing services. All elements can be done remotely and delivered digitally, and service providers can leverage the scale and economy of outsourcing to deliver high-value services at reduced end-customer prices.

Outsourcing results from an internationalization of labor markets as more tasks become tradable. According to leading economist Greg Mankiw, the labour market functions under the same forces as the market of goods, with the underlying implication that the greater the number of tasks available to being moved, the better for efficiency under the gains from trade. With technological progress, more tasks can be offshored at different stages of the overall corporate process.

There are widespread claims that outsourcing has pushed environmental standards down in developing regions as countries compete to attract foreign projects and investment. Similar to lower wages, lower health and environmental regulations contribute to giving a country a comparative advantage over another due to lower production costs. However, lower health or environmental standards does benefit the new employees joining the workforce. Import competition has caused a de facto “race-to-the-bottom” where countries lower environmental regulations to secure a competitive edge for their industries relative to other countries. As Mexico competes with China over Canadian and American markets, its national Commission for Environmental Cooperation has not been active in enacting or enforcing regulations to prevent environmental damage from increasingly industrialized Export Processing Zones. Similarly, since the signing of NAFTA heavy industries have increasingly moved to the US which has a comparative advantage due to its abundant presence capital and well-developed technology. A further example of environmental de-regulation with the objective of protecting trade incentives have been the numerous exemptions to carbon taxes in European countries during the 1990s. The evidence suggests that even if outsourcing has promoted lower environmental protection, there are no intrinsic geographic implications that the Global South has been more negatively affected than the North. Although outsourcing can influence environmental de-regulatory trends, the added cost of preventing pollution does not majorly determine trade flows or industrialization.

Outsourcing has contributed to further levelling of global inequalities as it has led to general trends of industrialization in the Global South and deindustrialization in the Global North. Even though outsourcing has promoted a movement of industrial sites from the Global North to Global

South regions, it has not been the only reason for the concurrent deindustrialization and industrialization of the North and South respectively. Deindustrialization in more economically and technologically developed regions has also been affected by increased industrial productivity.

The rise in industrial efficiency which characterized development in developed countries has occurred as a result of labour-saving technological improvements. Although these improvements do not directly reduce employment levels, they can indirectly diminish the amount of labour required for fixed levels of output. Likewise, a trending shift in demand towards non-tradable services such as those in the health-care or government sectors has further accelerated deindustrialization in the Global North. Since these tasks cannot be outsourced, the demand for them needs match with local market price. Consequently, a shift in the labour force towards fulfilling these profitable services has mostly taken place at the expense of industry since the agricultural sector in the early industrializing Global North had already been maximizing its labour capacity.

In fact, Outsourcing became a popular political issue in the United States, having been conflated with offshoring, during the 2004 U.S. presidential election. The political debate centered on outsourcing's consequences for the domestic U.S. workforce. Democratic U.S. presidential candidate John Kerry criticized U.S. firms that outsource jobs abroad or that incorporate overseas in tax havens to avoid paying their "fair share" of U.S. taxes during his 2004 campaign, calling such firms "Benedict Arnold corporations". Criticism of outsourcing, from the perspective of U.S. citizens, generally revolves around the costs associated with transferring control of the labor process to an external entity in another country. A Zogby International poll conducted in August 2004 found that many American citizens believed that "outsourcing jobs overseas" hurt the economy while many American citizens believed that the U.S. government should impose some legislative action against companies that transfer domestic jobs overseas, possibly in the form of increased taxes on companies that outsource. In 2010, One prediction claims that, by 2014, more than 1.3 million positions will disappear because of "the accelerated movement of work to India ..." and some other countries willing to accept outsourced jobs. America government promoted an act titled "Bring Jobs Home Act" that would help reshore jobs by giving incentives such as a tax cut or a 20 percent tax credit for moving operations back to the USA.

EXERCISES

1. Judge whether the following given statements are true or false. If correct, write T in parentheses; otherwise, write F.

- () Outsourcing has grown up in the United States around 2000.
- () The opposite of outsourcing is called nearshoring.

(3) () Outsourcing results from an internationalization of labor markets as more tasks become tradable.

(4) () U.S. citizens believe that outsourcing resulted in severe loss of technology export.

2. Complete the following note-taking with the information mentioned in the text.

(1) The outside firms that are providing the outsourcing services are _____ providers, or as they are more commonly called, service providers.

(2) Dominant outsourcing service providers in the information technology outsourcing and business _____ outsourcing fields.

(3) With technological progress, more tasks can be _____ at different stages of the overall corporate process.

(4) _____ became a popular political issue in the United States, having been conflated with offshoring, during the 2004 U.S. presidential election.

READING MATERIALS

Company Profile 1: International Data Corporation (Figure 1-1)



Figure 1-1 the Logo of IDC

International Data Corporation (IDC) is an American market research, analysis and advisory firm. IDC specializes in information technology, telecommunications, and consumer technology. Now, let's look at McKinsey's relevant information through the company's homepage.

IDC is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications and consumer technology markets. IDC helps IT professionals, business executives, and the investment community make fact-based decisions on technology purchases and business strategy. More than 1,100 IDC analysts provide global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries worldwide. For 50 years, IDC has provided strategic insights to help our clients achieve their key business objectives. IDC is a subsidiary of IDG, the world's leading technology media, research, and events company. IDC is a wholly-owned subsidiary of International Data

Group (IDG), the world's leading technology media, events and research company. IDG's media brands — including CIO[®], CSO[®], Computerworld[®], GamePro[®], InfoWorld[®], Macworld[®], Network World[®], PCWorld[®] and TechWorld[®] — reach an audience of more than 280 million technology buyers in 97 countries. IDG's network features 460 websites and 200 print titles spanning business technology, consumer technology, digital entertainment, and video games worldwide. The IDG TechNetwork represents hundreds of independent web sites in an ad network complementary to IDG's media brands. IDG[®] is also a leading producer of more than 700 technology-related events. IDG's marketing services include lead generation with IDG Connect[®], custom publishing, social web marketing with IDG Amplify[®] ads and IDG Social Scout™ analysis and program development, and IDG Market Fusion™ research and content optimization.

IDC employs a number of assets that set us apart from other market research firms. Our comprehensive coverage promotes understanding of multiple industries. Additionally, our “glocal” research model, which is our study of both local and regional markets “on the ground,” helps us to understand the nuances of local country markets while improving our global coverage. By promoting research standards and methodologies worldwide, we ensure forecast and analysis consistency across a wide range of geographies and coverage areas.

As the world's leading provider of technology intelligence, industry analysis, market data, and strategic and tactical guidance, we can't afford to wait for things to happen. That's why our people are the industry's sharpest and most forward thinking. IDC is connected to a rich web of resources, benefits, and people as a division of IDG, the world's leading IT media, research, and exposition company.

IDC Management led by president and CEO Kirk Campbell, IDC's veteran management team guides a group of 1,700 global employees, including more than 1,000 of the industry's most knowledgeable and thought-provoking market experts. Under its dynamic leadership, IDC has become the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications, and consumer technology markets.

Media Center

As a central resource for news and information from IDC, the Media Center provides an archive of IDC and IDC Insights press releases from the previous eighteen months with a dedicated search function. An RSS Feed can also be created for those interested in having IDC press releases delivered directly to their RSS readers. Other resources include contact details for IDC's worldwide media relations team, links to IDC's research analysts and teams, and IDC's quotation guidelines.

With more than 1,000 IDC analysts in over 50 countries, IDC provides global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries worldwide. IDC helps IT professionals, business executives, and the investment community make fact-based decisions on technology purchases and business strategy. Our analysts analyze the future of IT, telecommunications, and consumer technology markets worldwide, with

regional research hubs in Massachusetts, Florida, London, Prague, Dubai, Singapore, and Hong Kong.

More than 1,000 IDC analysts provide global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries worldwide. These industry experts host thousands of companies a year and provide clients with the depth and breadth of research needed for success in the global IT marketplace. These meetings cover topics such as product and strategy updates, messaging formulation sessions, and executive briefings from top-level management.

At IDC, we are committed to protecting your privacy. We use the information we collect on our Web site to deliver services and to enhance your experience. Please read below for specific details on our policy. Specifically:

- We do not sell lists or usage information.
- We do not accept any advertising on our site and therefore have no information reporting requirements to any third party.

We may aggregate statistics of the type of applications used to browse our web site and the regional source of that browsing, among IDC and other IDG companies for analysis.

IDC employs SSL encryption on all credit card transactions. The secure server software (SSL) encrypts all information you input before you send it to us.

Corporate Administrators at our client organizations have access to usage statistics for their account base. If your user account is part of a corporate account, then a Corporate Administrator at your company may access your user and usage information. Corporate Administrators can access user information only for individuals within their corporate profile.

IDC.com requires that users provide an E-mail address as their login identity when registering for an account on our web site. This ensures a unique identity and provides IDC with a method to contact customers about service interruptions and other service related issues.

Company Profile 2: McKinsey & Company (Figure 1-2)

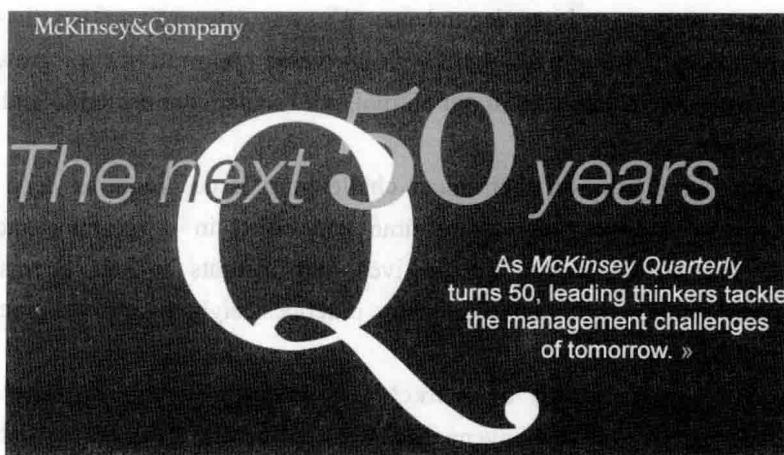


Figure 1-2 the Logo of McKinsey & Company

McKinsey & Company, Inc. is an American global management consulting firm headquartered in the U.S. The firm serves as an adviser to businesses, governments, and institutions. It was founded in 1926 in Chicago by James McKinsey as James O. McKinsey & Company and is now headquartered in New York City.

Now, let's look at McKinsey's relevant information through the company's homepage.

McKinsey & Company is a global management consulting firm. We are the trusted advisor to the world's leading businesses, governments, and institutions. McKinsey's client service continued to diversify beyond the traditional core of strategy, organization, and operations. Our Business Technology Practice advanced the conversation on business processes, as technology became an important part of the CEO agenda. The formation of new global practices that focused on the public and social sectors signaled our long-term commitment to help leaders drive change beyond corporate boundaries. Our high-profile work on climate change, healthcare, education, and economic development underscored that McKinsey today has a key integrative role to play, bringing together stakeholders from the private, public, and social sectors to find actionable solutions to pressing challenges.

We work with leading organizations across the private, public and social sectors. Our scale, scope, and knowledge allow us to address problems that no one else can. We have deep functional and industry expertise as well as breadth of geographical reach. We are passionate about taking on immense challenges that matter to our clients and, often, to the world.

We work with our clients as we do with our colleagues. We build their capabilities and leadership skills at every level and every opportunity. We do this to help build internal support, get to real issues, and reach practical recommendations. We bring out the capabilities of clients to fully participate in the process and lead the ongoing work.

We look to hire individuals with leadership potential, integrity, a sharp analytical mind, creativity, and the ability to work with people at all levels in an organization.

Those who come to McKinsey join people bound by a shared set of values and a culture of support, caring, trust, respect, and interdependence. We go to extraordinary lengths to support the people we hire to succeed. We provide them with unrivaled opportunities for growth and global impact. This passion to help continues in our alumni, who remain connected to and engaged with our firm and its people.

Working with our clients on their most challenging issues requires deep industry and functional expertise. We invest significant time and effort in developing and renewing a knowledge base that offers unique perspectives and insights to our clients. Knowledge development occurs within our eighteen industry practices, eight functional practices, and the McKinsey Global Institute.

We apply our understanding of market and industry forces to develop long-term macroeconomic perspectives. We convene the most influential thinkers to debate the most pressing issues, and publish our thinking in journals such as the McKinsey Quarterly.

We use the intellectual, financial and convening power of our firm to help address some of