



教育部推荐教材

普通高等教育“十一五”国家级规划教材

大学专业英语系列教材

管理学专业 英语教程

(第三版·下)

ENGLISH

主编 邱东林 王安宇 何雁 张雪波



 中国人民大学出版社

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《管理学专业英语教程》第一版与第二版相隔八年，第二版与第三版相隔四年，这说明形势发展之快。

这次再版有以下几个特点：

一、内容合理。本书分上、下两册，上册主要涉及工商管理专业的基本理论、概念及实践，下册以管理科学与工程专业为主要内容。每册由原先的12个单元改为10个单元。每单元仍有两篇阅读材料，它们在内容上相互关联，没有主辅之分。

在内容选择方面，我们关注管理学科当前的主要领域，并结合教育部高等学校本科专业目录，力求反映管理实践理论的新问题。

二、重点突出。本教程的重点还是在语言层次上，而不是在专业内容上，因此我们并不强调管理专业内容的完整性和系统性。在语言上我们强调对学生综合能力的培养，强调语言和专业的结合。此次修订我们增加了“英语口语”这一栏目，从“功能”和“情景”这两个方面来加强学生的口语表达能力。同时适当地增加了练习量，主要还是考查学生掌握主旨大意的能力。

三、便于使用。每篇阅读材料都配有词汇（超出《大学英语课程教学要求》中的“一般要求”）、注释以及练习。附录里有每一课的中文译文以及练习答案，便于教学及自学。

在使用本教程时，我们建议采取以下做法：（1）由教师用英语讲解课文内容，留一定时间让学生讨论或辩论。（2）学生自学，教师给予适当检查。（3）练习由学生在课外完成，教师认真批改，并在课堂上进行适当点评。

囿于时间紧，疏漏难免，望各位不吝赐教。

作者

2012年7月

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Unit One

★ Text (1)

Characteristics of Management Science (1)

Some Observations on the Discipline

Observations lead to the feeling that if Management Science is to be concerned broadly with business activities, then it must **perforce**¹ be quite *different* than the physical sciences.

But there are many who would not willingly accept such a difference. They choose rather to limit the scope of subject matter to the point where there is no essential difference. This they do by *abstracting from people as subjects only those* characteristics that are **ascribable**² to “things”.

Under this narrow approach the subject matter is limited to those operations where regularities can be observed directly in the phenomena involved, where values can be objectively stated either as fact or as assumptions that may be valid under some conditions to be determined by others. Applications of such a narrowly defined Management Science are thus limited to business matters already held fixed as a matter of policy—to routines, probably routines involved largely with machines and flows of materials or information across such machines or to applications where machines *would* do as well or better than people if one knew how to apply available machines or invent appropriate ones.

In the author’s opinion, that restricted view of the subject and the science avoids the basic issue—the need for exploring and **portraying**³ the relations of businessmen’s assumptions and values (and the events they must deal with) to systems for attaining effective joint performance among people, and the need for effective means for conveying knowledge of such relationships to such people.

1 perforce *ad.* because it is necessary 必定；必然

2 ascribable *a.* regarded as having a particular quality

3 portray *v.* to represent or describe sb. or sth. in a painting, film, book or other artistic work

Perhaps more significant is the fact that the results of research work, within a proper but limited scope, are expressed in terms similar to those employed for the broader study of business operations. For example:

Objectives are stated as: achieve minimum queues, or maximize profit. Phenomena are isolated and characterized. Relationships among phenomena are explicitly stated. Analytical or **enumerative**¹ types of models or systems are designed to represent the situation under study—conclusions are reached, matters arranged, and objectives achieved.

Consequently when employing the narrow view of the subject matter, it is easy, **insidiously**² easy, to jump to the conclusion that all operations are constituted in ways similar to basically routine operations, and similarly are **amenable**³ to scientific arrangement in the narrow sense.

A Business as a System

It appears likely that a business can perhaps be best represented and described as some kind of system. It takes little investigation or reflection to realize that this is not the same as the system of the Electrical Engineer or the Mathematician. It is rather an unusually **elusive**⁴ system of people and ideas. People observe, decide, regulate, and through this process obtain results—results that satisfy or dissatisfy people—*those in the system*, their neighbors, their customers. Thus it seems inevitable that there is a need to describe the behavior of people.

If it were possible to describe:

1. How men would act under a given set of circumstances;
2. How men can then be manipulated to achieve a certain result, then mechanistic systems could be built of much larger scope, and they would make sense.

But, fortunately or unfortunately, the real life systems are somewhat differently constituted. Not only do people in such systems observe, decide, regulate, and resist being manipulated—but the manner of these acts are themselves based upon the assumptions, beliefs, knowledge, concepts of value and collective **acquiescence**⁵ of these people.

There is really a **paradox**⁶ here. For:

1. Are the simple assumptions researchers make about objective functions (such as maximizing profit) truly representative of what men seek with the systems they have created?

1 enumerative *a.* naming things separately, one by one

2 insidious *a.* (of sth. unpleasant or dangerous) gradually and secretly causing harm insidiously *ad.*

3 amenable *a.* willing to accept or be influenced by a suggestion

4 elusive *a.* difficult to describe, find, achieve or remember

5 acquiesce *v.* to accept or agree to sth., often unwillingly acquiescence *n.*

6 paradox *n.* a situation or statement which seems impossible or is difficult to understand because it contains two opposite facts or characteristics

2. If such a function is assumed as representative, can one discover how men should behave to achieve such an objective?

3. If such **optimal**¹ behavior is then disclosed, either directly or through the actions of Managers or Management Scientists who are in the know, will not there arise in the very minds of those men who are to acquiesce the inevitable question, "Ought we to act this way?"

Note that the "ought" is not exclusively a moral "ought" either. It may be based upon habit, convictions about the future, faith in Management Science, or how much time a man should devote to his job. At this point the system can then begin to change and the principles we so hopefully have described as a result of our studies may no longer be representative.

Thus it appears that process of observing a business system, deriving the **attendant**² requirements for improving or modifying it, and disclosing results in some form may (and probably will) influence, for better or for worse, what has been observed. But in fact, unless the people in the business change their assumptions, objectives, beliefs and knowledge, there can be no hope of achieving maximization, minimization or optimization of even those simple objective functions which Management Scientists sometimes believe are the true objectives of values in a business or its parts.

The important point here is that while men are components in these systems, one cannot study them *as though* they were **transducers**³, **selsyns**⁴ or computers—as **depersonalized**⁵ elements of the system alone. They live within that system and outside that system; they have beliefs within and without the system; their actions, or even lack of actions, both purposeful and accidental, affect the system's design and performance.

The Business as a Set of Beliefs

A business has a unique property, the property of man-made purpose. The purpose of such an organization is the commitment of present resources to future expectations.

Admittedly, this is a pretty general statement. One obvious question that comes to mind is, "What resources for what expectations?" This may merely mean buying raw materials today to build tomorrow exactly the same kinds of things in the same way that are being built today and were also built yesterday—because more orders are expected. It may be committing time, money and skills to a new design, designing and building a new or additional facility or changing a production scheduling procedure. Such actions are obviously based upon beliefs about the future.

1 optimal *a.* best, most favorable, especially under a particular set of circumstances

2 attendant *a.* resulting; accompanying

3 transducer *n.* 转换器; 换能器

4 selsyn *n.* 自动同步机

5 depersonalize *v.* to remove from a person, organization, object, etc. the qualities or features which make them particular or special

Those beliefs may be right or wrong with corresponding consequences. They may be based upon **intuition**¹, a study of the last eight weeks' data, or a deep, systematic study of the environment. Right or wrong, they also cannot **come off**² unless there is understanding and collective acquiescence within the organization.

The production clerk who does not understand what he is to do in the face of a particular situation, or his Manager whose notions of value are different than those considered in the hypothesis for achieving a result, can and do both produce the result of defective performance from the scientist's standpoint, but not from theirs.

The point here is again that unless beliefs are changed, there can be no change in effectiveness. Unless people's understanding is enhanced in detail, the achievement of purposes is made no more secure. Except in limited instances the arrangement of matters to achieve a particular result involves the knowledge, understanding, beliefs and acquiescence of people. If major impact is to be achieved by Management Science, this is an inevitable task.

(From: Hurni, Melvin L. Characteristics of Management Science. *Management Technology*, Vol. 1, No. 2 (Dec., 1960): 37-46.)

Notes

1. Melvin L. Hurni: The author works at Operations Research & Synthesis Consulting Service, General Electric Company, New York, N. Y.
2. different: *From* is generally used after *different*. British people also use *to*. In American English, *than* is common.
American football is very different *from/than* soccer.
3. abstracting from people as subjects only those: abstracting only those...from people as subjects
4. *Would* can be used in a conditional or negative sentence to make a speaker's requests, questions or statements seem less direct, more "distant" from reality (and therefore more polite).
It *would* be better if we returned it the other way up.
5. those in the system: the results in the system
6. as though: We can use a past tense with a present meaning after *as if/though*. This shows that a comparison is "unreal". Compare:
She looks *as if* she's rich. (Perhaps she is rich.)
He talks *as if* he was rich. (But he is not.)

1 intuition *n.* (power of) understanding things immediately, without the need for conscious reasoning or study
2 come off to happen as planned or to succeed

英语写作

正规语体和非正规语体

在英语写作中，我们不仅要注意语法是否正确，词汇是否恰当，更应该注意语体是否得体 (appropriate)。一般来说，书面语比较正规 (formal)，而口语比较随便 (casual)。因此，在英语写作中，要用正规的书面语。

一、句子结构

1. 用被动语态

Informal: Please answer this question.

Formal: The students are requested to answer this question.

2. 用分词的独立结构

Informal: Since the weather had improved, we decided to go swimming.

Formal: The weather having improved, we decided to go swimming.

3. 用名词化的动词 (nominalization)

Informal: The doctor arrived early. This pleased the nurse.

Formal: The doctor's early arrival pleased the nurse.

Informal: The patient behaved abnormally. This worried the nurse.

Formal: The patient's abnormal behavior worried the nurse.

Informal: The doctor perfected the operation rapidly. This astonished his colleagues.

Formal: The doctor's rapid perfection of the operation astonished his colleagues.

4. 在正规语体中常用介词短语而在非正规语体中常用副词。如：

Informal: John spoke confidently.

Formal: John spoke with confidence.

5. 用动名词短语 (gerundivization)

Informal: The doctor insisted repeatedly on a strict diet. The patient was disturbed by this.

Formal: The patient was disturbed by the doctor's insisting repeatedly on a strict diet.

二、词汇

1. 正规语体中很少用缩写和简写 (contraction)

Informal: I'd like to get that job you've got in the newspaper.

Formal: I would like to apply for the job advertised in the newspaper.

Informal: The furniture store has an ad in the newspaper of a special sale.

Formal: The furniture store has an advertisement in the newspaper of a special sale.

2. 正规语体中很少用动词词组 (phrasal verb)

Informal: I can't put up with your rudeness any more.

Formal: I cannot tolerate your rudeness any more.

Informal: You mustn't be put out by the train delay.

Formal: You must not be provoked by the train delay.

3. 正规语体中很少用来源于 Anglo Saxon 的词汇, 而广泛运用来源于法语、拉丁语和希腊语的词汇

Informal: I haven't been able to get that record anywhere.

Formal: I have not been able to obtain that record anywhere.

Informal: The royal train left the capital at 12.

Formal: The royal train departed from the capital at 12.

4. 在正规语体中尽量避免性别词汇 (sexist word)

Informal: Every applicant wants to know how much he will make.

Formal: All applicants want to know how much they will make.

Informal: After the nursing student graduates, she must face a difficult state board exam.

Formal: After the nursing student graduates, he or she must face a difficult state board examination.

英语口语

ADVICE

Asking for advice

Can you help me sort it out?

What would you do if you were in my shoes?

Could you give me some advice on how to make up for the time I've lost?

Do you think I should change the plan?

I'd like your advice about my research.

Ought I brush up my English before I go to America?

Could I ask for your advice on my composition?

Could I ask what your reactions would be to cutting down expenses?

I'd like to ask whether it is correct to partake in the firm's insurance plan.

I was wondering what your reactions would be to our proposal.

I was wondering if you could possibly give me some advice about...

I would appreciate some advice about TOEFL test.

Would you recommend me to accept his invitation?

Giving advice

Break it off with Bob.

I'd stay over there, if I were in your shoes.

It mightn't be a bad idea to rent a camera.

Take my advice and leave it as it is.

Why don't you talk to her about it?

You'd better go through your test paper again.

I think you should go on a diet.

I'd suggest going to see him yourself.

You would be wise to buy a new typewriter.

It might be as well to...

It might be a good idea if you got a part-time job.

I would advise you to spend a couple of weeks in your position.

If I were in your position, I would change my plan.

My advice would be to...

You would be well advised to remain within the speed limit.

Personally, I think your best course would be to...

You may not agree with me, but it might be a good idea if you DID...

Accepting advice

That certainly sounds like a good idea. Thank you.

That's certainly a possibility.

Right. I'll do that. Thanks.

Yes. I'll try that. Thanks.

Rejecting advice

It stinks (reeks).

I'm not sure I'd be able to do that.

Isn't there anything else I could...?

I'm sure that's excellent advice, only...

I'm afraid that's not really possible.

Exercises

I. Multiple choice

1. If the subject matter in Management Science is observed from the perspective of physical science, then _____.
 - A. business will be narrowed down to a limited scope
 - B. people will be attributed to "things"
 - C. regularities will be more easily observed
 - D. machines will replace humans
2. A business as a system can be best described as _____.
 - A. acquiescent
 - B. optimal
 - C. elusive
 - D. manipulative
3. The factors concerning people that may affect the observations of researchers on a business matter include the following EXCEPT _____.
 - A. faith in management study
 - B. collective acquiescence
 - C. individual habits
 - D. resistance of manipulation
4. The unique property of a business well illustrates that business operations are based upon _____.
 - A. future expectations
 - B. business intuitions
 - C. people's beliefs
 - D. commitment of resources
5. The effective achievement of a business purpose may be largely dependent on _____.
 - A. limited instances
 - B. objective hypothesis
 - C. present resources
 - D. enhanced understanding

II. Translate the following into Chinese.

Who are these competitors? There are three main types. If you are the leader of a nonprofit, you know at least some of the organizations in your market that offer similar services or activities. You probably run into their leaders at conferences and other gatherings. You may find yourself submitting proposals to the same foundations and seeking relationships with the same donors. We refer to this type as direct competitors. But you may be less familiar with the two other types: substitutable competitors and indirect competitors. It is important to know and understand the key

characteristics of all three types.

Direct competitors are those organizations with the same market focus: they provide the same services / programs as your organization within the same geographic area, for the same types of customers. Substitutable competitors are those organizations that meet the same need(s) as your organization but in a different way. Indirect competitors are those organizations that do not compete with you for customers, but do compete for other resources: funding, board members, staff, etc.

III. Translate the following into English.

著名的预言家杰弗里·摩尔（Geoffrey Moore）说道：“永远创新既不是口号也不是意愿，而是不得不做的事情。”那是因为为获得赢利性增长的战斗变得越来越残忍。你今天发明的任何东西马上就会被他人复制——其结果很可能是他的产品比你的产品更价廉物美。然而，极少有商人知道自己的竞争优势来自何处以及这些优势怎样随着时间而变化。在这个互动的、90分钟的时间里，杰弗里·摩尔将与您分享以下方面的实践心得：发现你的竞争优势现在来自哪里，接下来又会来自哪里；识别出哪些差异化会使你在当前的市场中获利最多；改革你企业内部的运作机制来克服那些阻止你大胆创新的阻力。如果你的公司面临这样的挑战：极端低成本竞争者、商品大众化或者行业内的急剧变化，那么，你必须召集你的团队来分享杰弗里·摩尔所提供的真知灼见，来学习怎样才能在未来快速变化的环境中蓬勃发展。

IV. Answer the following questions.

1. What is the author's attitude to Management Science and physical sciences?

2. How do many people make a difference between Management Science and physical sciences?

3. What are the features of the narrow approach to Management Science?

4. What is the problem, if there are any, of the narrow approach according to the author?

5. For what purpose does the author mention the results of research work?

6. Please elaborate the sentence: Management Science is an elusive system of people and ideas.

7. Is it easy to describe the behavior of people? Why or why not?

8. What is the paradox to describe people?

9. What are the true objectives of value of Management Science in a business?

10. The author describes people's functions in the system. What are they?

11. What are the expectations of a business?

12. In what sense does the author say that a business is a set of beliefs?

13. How important are the beliefs to a business?

V. Topics for discussion

1. Management Science and physical sciences
2. The narrow and broad approach to Management Science
3. Management Science and routine operations
4. A business as a system of people and ideas

★ Text (2)

Characteristics of Management Science (2)

Uncertainty in Business

Man's view of **inanimate**¹ nature is founded on the perhaps quite justifiable expectation of

1 inanimate a. not alive, especially in the way that humans and animals are