

大学专业英语系列教材

管理学专业 英语教程

精·编·版

主编 邱东林 王安宇 何 雁



ENGLISH

 中国人民大学出版社

013042992

H31-43
244-4

大学专业英语系列教材



管理学专业英语教程

(精编版)

主编 邱东林 王安宇 何雁



中国人民大学出版社
·北京·

H31-43
244-4

图书在版编目 (CIP) 数据

管理学专业英语教程：精编版/邱东林，王安宇，何雁主编. —北京：中国人民大学出版社，
2013.5

大学专业英语系列教材

ISBN 978-7-300-17492-1

I. ①管… II. ①邱… ②王… ③何… III. ①管理学-英语-高等学校-教材 IV. ①H31

中国版本图书馆CIP数据核字 (2013) 第 104017 号

大学专业英语系列教材

管理学专业英语教程 (精编版)

主编 邱东林 王安宇 何雁

Guanlixue Zhuanye Yingyu Jiaocheng (Jingbian Ban)

出版发行 中国人民大学出版社

社 址 北京中关村大街 31 号

邮政编码 100080

电 话 010-62511242 (总编室)

010-62511398 (质管部)

010-82501766 (邮购部)

010-62514148 (门市部)

010-62515195 (发行公司)

010-62515275 (盗版举报)

网 址 <http://www.crup.com.cn>

<http://www.ttrnet.com> (人大教研网)

经 销 新华书店

印 刷 三河市汇鑫印务有限公司

规 格 185 mm × 240 mm 16 开本

版 次 2013 年 6 月第 1 版

印 张 19

印 次 2013 年 6 月第 1 次印刷

字 数 392 000

定 价 35.00 元

版权所有

侵权必究

印装差错

负责调换



使用说明

自出版以来,《管理类专业英语教程》已历经三次修订,一直被许多大专院校用做管理学、经济学和金融学等专业的专业英语课程和选修课程的教材或者教学参考书。

为了更好地满足一些教学时长为一学期的学校的教学需要,本书对原有两册教程内容进行精简,形成目前只包含14个单元的新教程。其中,第1单元关注管理学流派和管理理论的发展,第2至7单元涉及工商管理一级学科的经典内容,包括战略、组织、商业模式、公司治理、商业伦理等话题,第8至14单元则涉及管理科学与工程一级学科的若干话题,主要涉及管理科学特征、运营管理、供应链管理、质量管理、信息系统、知识管理、金融工程等领域。

每单元有两篇阅读材料,它们在内容上相互关联,没有主辅之分。每篇阅读材料后面都配有词汇(超出《大学英语课程教学要求》中的“一般要求”)、注释以及练习。另外还配有翻译技巧、英语写作和英语口语等栏目。

与前三版教材相同,本书修订同样遵循以下几条原则:(1)选择能反映管理学科的最新理念与实践、在内容上具有开拓性和代表性、在语言上具有可读性和趣味性的文章;(2)课文与课文之间在内容上有一定的层次联系,但不强调管理专业内容的完整性和系统性;(3)在语言上强调对学生英语综合能力的培养,特别强调对学生实际运用能力的培养,强调语言和专业的结合。

由于时间有限,作者水平有限,谬误难免,望各位不吝指正。

有关本教材的教学课件,请联系 wyfsmail@163.com, huangt@crup.com.cn, 或电话: 010-62512737, 010-62515576。

作者

2013年4月



Contents

Unit One

Text (1) Modern Management Movement (1)	1
翻译技巧 某些困惑词的翻译	4
英语口语 ASKING THE WAY	6
Text (2) Modern Management Movement (2)	8

Unit Two

Text (1) What Is Strategy?	15
翻译技巧 it 和代词的翻译	20
英语口语 BUSINESS NEGOTIATION	23
Text (2) Strategy Rests on Unique Activities	26

Unit Three

Text (1) Why Business Models Matter	33
翻译技巧 不定式和分词的翻译	37
英语口语 EDUCATION	39
Text (2) What about Strategy?	42

Unit Four

Text (1) The Case for Contingent Governance (1)	49
翻译技巧 定语从句的翻译	53
英语口语 JOB INTERVIEW	55
Text (2) The Case for Contingent Governance (2)	57

Unit Five

Text (1) Building the Horizontal Dimension of Organizations	65
翻译技巧 否定形式的翻译	70
英语口语 MEALS	72

Text (2) Building the Vertical Dimension of Organizations 75

Unit Six

Text (1) The Hidden Costs of Organizational Dishonesty (1) 81

 翻译技巧 被动语态的翻译 86

 英语口语 SEEING THE DOCTOR 88

Text (2) The Hidden Costs of Organizational Dishonesty (2) 91

Unit Seven

Text (1) Creating New Growth Platforms (1) 99

 翻译技巧 长句的翻译 106

 英语口语 SHOPPING 107

Text (2) Creating New Growth Platforms (2) 110

Unit Eight

Text (1) Characteristics of Management Science (1) 119

 英语写作 正规语体和非正规语体 123

 英语口语 ADVICE 125

Text (2) Characteristics of Management Science (2) 128

Unit Nine

Text (1) Operations Management (1) 135

 英语写作 个人简历 141

 英语口语 AGREEING AND DISAGREEING 143

Text (2) Operations Management (2) 146

Unit Ten

Text (1) Information Systems 153

 英语写作 工作申请信 158

 英语口语 ANXIETY 160

Text (2) Governing Information Technology Risk 162

Unit Eleven

Text (1) The Seven Principles of Supply Chain Management (1) 171

 英语写作 缩写 (1) 176

 英语口语 APOLOGIES AND FORGIVING 177

Text (2) The Seven Principles of Supply Chain Management (2) 179

Unit Twelve

Text (1) Quality Management and Improvement 187
 英语写作 缩写(2) 192
 英语口语 ARGUING 194
Text (2) TQM and Innovation: A Literature Review and Research Framework 197

Unit Thirteen

Text (1) Total Knowledge Management 203
 英语写作 研究论文(1) 207
 英语口语 DISCUSSION AND RESOLUTION 210
Text (2) Barriers to Effective Risk Management in Knowledge Management 213

Unit Fourteen

Text (1) Financial Engineering: Information Technology and Its Place in the New Finance 221
 英语写作 研究论文(2) 228
 英语口语 ENCOURAGEMENT 232
Text (2) Financial Engineering in Corporate Finance: An Overview 234

Appendix I Key to Exercises 243
Appendix II Text Translation 255

Text (1)

Modern Management Movement (1)

The “modern management movement” continues to evolve by integrating theories. The approaches to modern management include the process approach, the systems approach, the **contingency** approach, the strategic management approach, the Japanese style management approach, and the excellence approach. It is a **synergistic** product. The classical, behavioral and quantitative movements, along with systems and contingency management theory, become integrated to form the framework of the modern management movement.

The Process Approach

In 1961, *Koontz* published an article in which he concluded that there existed a “management jungle theory”. *Koontz* believed that each identified management approach offered something to management theory. He argued that the human resources and the quantitative approaches were tools rather than management approaches. He then demonstrated that a process approach could **encompass** the variances.

According to *Koontz*, the process approach, originally proposed by *Fayol*, views management as a process of getting things done through and with individuals who are operating in organized groups. Managers plan, organize, lead and control. This process is a circular loop, with controlling leading back to planning, indicating that it is *continuous*. The management process which has been discussed in many terms is essentially a decisional and informational activity.

The Systems Approach

The two basic types of systems are closed and open. Closed systems are not influenced by and do not interact with their environment. Open systems recognize and respond to their

environment. *Frederick Taylor's* view of people and organizations as machines was essentially a closed system. The closed model includes Taylor's scientific management, Weber's bureaucratic theory, and Gulick's administrative or principles school. As early as the 1930s, Barnard maintained that organizations were open systems and interacted with the environment. The open model includes the human relations school, organizational development, and organizations as a unit in the environment. Both open and closed models are interested in production and efficiency.

The systems approach to management is considered a phenomenon of the mid-1960s, although its beginnings were much earlier. Von Bertalanffy is the best known of the systems theorists. Von Bertalanffy described a "system" which consisted of connected parts joined to form a whole in which the coordinated and combined effect of the subsystems creates synergy. Systems theory describes the behaviour of organizations both internally and externally. Internally, it shows how and why people inside organizations perform their individual and group tasks. Externally, it integrates organizational **transactions** with other organizations and institutions.

The closed model generally deals with routine tasks, task specialization, emphasis on the means, and top down conflict management. Responsibility is tied into class specification, and loyalty is to a subunit or a department. Knowledge is found at the top. Interaction is vertical and closely follows the chain of command. The emphasis is on **obedience** and following set policies and procedures. Prestige is internalized. The organizational structure is a formal **hierarchy**. Closed systems are self-contained and do not rely on the environment. Closed systems operate best under stable conditions.

Open models generally deal with non-routine task performance. Specialized knowledge runs throughout the organization. Conflict is resolved among peers. The group as a whole contributes to solutions to problems. Responsibility is to the total organization. The structure is fluid like an **amoeba** and is informal. Interaction occurs between staff and employees both vertically and horizontally. The goal is on excellence. Prestige is externalized (reputation, knowledge) instead of internalized (rank). Open systems operate under unstable conditions and are not considered self-contained. They rely on the environment for inputs and outputs.

In systems theory, the organization is one of several elements which interact interdependently. The flow of inputs and outputs is the starting-point when describing an organization. In the simplest of terms, the organization takes resources (inputs) from the larger system (environment), processes these resources, and returns them to the environment in changed form (outputs).

The Contingency Approach

Contingency theory is a problem-solving approach which considers all major factors in

a situation before making a decision. It has been used in recent years to replace the simplistic principles of management with more integrated ones. Simplistic principles provide insight about management and employees within the organization, but they are often incomplete. Many of the early management principles and organizational theories were assumed to be universal. Through the years, research has shown that there are situations and conditions which support the need for a more integrated approach.

The contingency approach as proposed by organizational theorists such as Lawrence and Lorsch and Schein attempted to implement a variety of concepts from other approaches. They found that the effectiveness of their techniques changed from one situation to another. Organizations and their subsystems proved to be unique. This provided the base for designing and managing organizations individually.

Contingency management stresses the need for **appraisal** and analysis of the entire managerial environment within the organization. The appraisal and analysis are done in order to determine what work features, technology, personnel and organizational designs need to be considered as most fitting for particular circumstances.

There are three principal sets of interrelated assumptions. The first set assumes that agreement exists between organizations and their internal and external environments, and between the management system and its various components. The second set assumes that *there is an appropriate pattern for relationships which exists for all organizations*. The third set centers on the best contingency play. Accordingly, the best management practice is one which examines and fits what and how it is to be done, who is to do it, the impact of what is being done for the organization, and the impact of the organization on what is being done. The contingency approach promotes organizational effectiveness.

(From: Pindur, Wolfgang, Sandra E. Rogers & Pan Suk Kim. The history of management: A global perspective. Journal of Management History, Vol. 1, No. 1, 1995: 59-77.)



New Words and Expressions

- contingency** *n.* sth. that might possibly happen in the future 权变
- synergistic** *a.* (of a substance, agent, or factor) cooperating with or enhancing the effect of another
- encompass** *v.* to include, especially a variety of things
- transaction** *n.* doing and completing a business activity
- obedience** *n.* willingness to do what you have been told by sb. in authority
- hierarchy** *n.* a system in which people or things are arranged according to their importance

- amoeba** *n.* very small simple organism consisting of only one cell 变形虫
appraisal *n.* an act of assessing sth. or sb.

Notes

1. Author(s): Wolfgang Pindur, College of Business and Public Administration, Norfolk, Virginia, USA; Sandra E. Rogers, College of Business and Public Administration, Norfolk, Virginia, USA; Pan Suk Kim, Department of Public Administration, University of Inchon, Inchon, South Korea.
2. Harod Koontz: 哈罗德·孔茨是当代著名的管理学家,是西方管理思想发展史上过程派最重要的代表人物。1935年获得耶鲁大学哲学博士学位,1950年以后担任加利福尼亚大学管理研究院管理学教授,1963年担任美国管理学会主席,1974年获得美国管理促进协会的最高奖——“泰勒金钥匙”。他的《管理原理》已经被译成16种文字,《董事会和有效管理》于1968年获得“管理学院学术书籍奖”,并被录入《美国名人录》、《世界名人录》、《金融和实业名人录》。
3. continuous: without a pause or interruption
continual: happening repeatedly, usually in an annoying or inconvenient way
4. Frederick Taylor: 弗雷德里克·泰勒(1856—1915),美国发明家、工程师,以创立科学管理制度泰勒制而被誉为“科学管理之父”,著有《科学管理原理》及论文《论传送带》、《计件工资制》等。
5. there is an appropriate pattern for relationships which exists for all organization: the relative clause is used to modify the antecedent “pattern”.



某些困惑词的翻译

分析母语(source language)和所学的目的语(target language)在词义及其表达上的不同,避免前者对后者产生的干扰,是搞好翻译的关键之一。这里主要讨论 before, open, unless, turn out 的翻译,这些词并不会给译者造成理解上的困惑,问题是如何把它们译成恰到好处的中文。

1. before

在许多情况下，before 并不能简单地翻译成“在……之前”。

I knocked the door several times before an elderly lady answered the door.

我敲了好几下门之后，才有一位老妇人来开门。（不能译成：在一个老妇人开门之前，我敲了好几下门。）

The bell rang before I had time to look over my answers.

我还没来得及检查答案，铃就响了。

2. open

理解该词并不难，但要译成中文并非易事。要真正理解该词在句中的含义，根据上下文语境，进行翻译。

Although it is better to keep an open mind on the subject, it is true that the power of dreams to predict future events still remains unproved.

尽管对这个问题以不抱成见为宜，但不可置疑的是，梦能预示未来这一点迄今为止未得到证实。（把 open mind 译成“不抱成见”，而没有译成“开放的胸怀”）

It leaves many choices open to political decision.

它为政治决策留下了许多选择的余地。（open 不能译成“开放式的”）

3. unless

该词的中文意义是：如果不；除非。但要把它译成通顺、地道的中文，需煞费苦心。

I'll see you at the theatre unless you call me to say you're not coming.

如果你不来电说你不去看戏，那我将在那里等你。

Unless the institution has a staff experienced in the use of models—or plans to employ such persons—it may be advisable to engage consultants to install the system.

如果学校没有人员有使用这些模型的经验——或不打算雇用这样的人员——那么最好雇用顾问来安装这一系统。（试比较：除非学校有使用这些模型的经验的人员——或有计划雇用这样的人员——否则，雇用顾问来安装这一系统。）

4. turn out

turn out 的中文意义是：结果（是），原来（是），证明（是）。

To his surprise, the fashionable young lady he spoke to turned out to be a pickpocket.

使他感到惊讶的是，和他说话的那个时髦女子原来是个扒手。

It turned out to be a successful party.

结果，那次聚会办得很成功。（试比较：结果证明那个聚会很成功。）



ASKING THE WAY

Asking for directions to a specific place

Can you help me? I'm lost.

Excuse me, I'm a stranger here. How can I get to...?

Sorry to trouble you. Is the railroad station in this direction?

Excuse me, do you happen to know the way to...?

Which way is downtown?

Which street do I turn on/at?

Where do I get off?

Tell me, please, where is No.27 on this street?

How long does it take to walk there?

Is it within walking distance?

Could you show it to me on the map?

What major streets is that between?

Which bus line goes by there?

What is the quickest way to...?

Which train stop is that nearest?

Giving specific instructions on how to get to somewhere

Turn right at the next corner.

Stay to your left.

Go straight ahead through the intersection.

Cross the street.

Head uptown/downtown and turn...

Go through three lights and turn right at the fourth.

Keep going/walking and look for a bright red neon sign.

It's on the next block.

You can't miss it.

It's not within walking distance.

It's quite a way.

It's in the middle of nowhere. (difficult to find)

 Exercises

I. Answer the following questions.

1. How many theories are involved in modern management?
2. Why modern management is called “a synergistic product”?
3. What is the difference between management tools and management approaches according to Koontz?
4. What are closed systems and what are open systems? What features do they share in common?
5. How does Von Bertalanffy describe a system? And how does systems approach differ from other approaches?
6. What does organization mean in systems theory?
7. What is the essence of the contingency approach?
8. What is the purpose of appraisal and analysis?
9. What are the three principal sets of interrelated assumptions?
10. According to the passage, what is the best management practice?

II. Complete the following sentences with the words from the box. Change the forms where necessary.

appraisal	contingency	hierarchy	synergy	obedience
loyalty	encompass	vertical	transaction	evolve
assume	jungle	framework	internalization	

1. Women tend to _____ all their anxiety and distress; men hit them out.
2. The continual influx of more servile Europeans provided America with an _____ laboring class.
3. A large majority of decisions must be made within the _____ of a limited total resources.
4. Many companies operate regular job _____, often on an annual basis.
5. Each _____ at the foreign exchange counter seemed to take forever.
6. It's a very _____ organization in which everyone's status is clearly defined.
7. She looked over the cliff and found she was standing at the edge of a _____ drop.
8. Team work at its best results in a _____ that can be very productive.
9. Outdoor arrangements are, as ever, _____ on the weather and we have other plans in the event of rain.

10. The festival is to _____ everything from music, theatre and ballet to literature, cinema and the visual arts.

III. Translate the following into Chinese.

Quick analysis is a decision-making tool designed to exploit the intellectual strengths we do have and to overcome our cognitive handicaps. Moreover, quick analysis is designed specifically to aid in making those decisions that people most frequently confront.

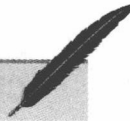
Though the quality of a decision will always depend upon the decision maker's wisdom and experience, anyone can improve his own decision-making skills through the thoughtful use of systematic analysis. This is true even when there is little time or information. Analytical thinking can help even the busiest decision maker.

IV. Topics for discussion

1. Talk about open models and closed ones in the systems approach.
2. The differences among the three approaches mentioned in this passage.

Text (2)

Modern Management Movement (2)



Strategic Management

Management uses strategy for an organization's survival by eliminating competitive threats and maximizing opportunities for increased organizational security and wealth. Strategic management is concerned primarily with the decision-making process and actions which determine an organization's long-run performance. It emphasizes monitoring and evaluating external and internal environmental opportunities and controls in view of an organization's strengths and weaknesses. Business policy, on the other hand, maintains an integrative orientation and, therefore, tends to look inward. It focuses on the efficient use of an organization's assets by formulating general guidelines which will assist the corporation in accomplishing its goals and objectives. Strategic management simply incorporates business policy with a heavier emphasis on environment and strategy.

A good method of defining strategy is to list the more generally approved elements which go into the making of a strategy statement. They are vision, mission, comparative advantage, goals

and objectives, critical success factors, shared values or corporate culture, and action orientation. Strategic management involves four basic components:

- (1) environmental scanning;
- (2) strategy formulation;
- (3) strategy implementation;
- (4) evaluation and control.

Von Neumann and Morgenstern illustrated that, through the development of *game theory*, it is possible to construct an *interval expected utility* if the probabilities of the to-be-chosen events were known. *They defined strategy as a series of actions taken by a corporation which are decided on* according to the particular situation. *Practice of Management*, written by Drucker in 1954, describes strategy as a means of analyzing the present situation and changing it if necessary. Drucker incorporated determining what one's resources are or what they should be.

The academic discipline of policy and strategy experienced a major shift in the 1960s as business programmes changed from business policy courses to strategy. Chandler introduced a number of ideas about corporate strategy based on the history of four large American corporations. His concepts were developed as he explored the corporations' responses to the changing economic environment, their **diversification**, and finally their changed organizations. Chandler's definition of strategy is that it determines the basic long-term goals of a corporation. Strategy also includes the adoption of courses of action and the **allocation** of resources necessary to achieve corporate goals. He also believed that organization design follows strategy.

Ansoff, in 1965, followed a more rational approach in *Corporate Strategy*. Ansoff examined strategy, from a programmatic and analytic approach. He **laid out** a specific sequence of issues which needed to be explored and looked at the decision-making processes as set in corporate strategy. Ansoff also placed a great deal of emphasis on diversification. According to Ansoff, strategy is defined as a rule for making decisions which are determined by the product and market, the growth **vector**, the competitive advantage and synergy.

The 1970s created a new **flurry** of writings, with the focus centring on the organization within a specific industry, industrial organization and transition. The recommendation was to look outside the organization and develop long-range plans which anticipated change and develop plans of action in order to take advantage of them. This is exemplified in Porter's *Competitive Strategy*.

In 1978, Hofer and Schendel published a comparison study of business strategy concepts. They found that there were three major areas of disagreement. Authors disagreed in areas concerning the breadth of the concept of business strategy, the components of strategy, and the inclusiveness of the strategy formulation process. They failed, however, to examine the common

threads woven within the various concepts. In 1979, Hofer and Schendel defined strategy as a means to provide direction to the organization which allows it to achieve its objectives while responding to both environmental opportunities and threats.

The late 1970s brought forth yet another definition of strategy. Mintzberg, in *The Structuring of Organizations*, defines strategy as a **mediating** force between an organization and its environment. Mintzberg found that there were consistent patterns in the decision-making process to allow organizations to deal with the environment.

The focus on organizational cultures had its beginnings in strategic management in the late 1970s. Analysts were seeking ways to define strategic culture in which change would be accepted as normal. One method for dealing with corporate culture was developed by McKinsey and Company, a management consulting firm. *The McKinsey seven-S framework* was introduced by Pascale and Athos's *The Art of Japanese Management* in 1981 and popularized by Peters and Waterman, who contend that corporate strategy tends to center on the hardware of organization. The "hard" elements are considered to be structure, strategy and systems. Pascale and Athos argue that four additional elements must be considered as integral components of the organization in order to achieve success. The McKinsey seven-S model provides the framework to view corporate culture.

Japanese-style Management Approach

In 1950, Deming introduced a comprehensive management system which is the model for Japanese-style management, or total quality management (TQM). TQM uses statistics to analyse variability in production processes in order to improve the product quality continuously. Quality is whatever the customer needs and wants and, because the customer's needs are always changing, the solution to defining quality in terms of the customer is to focus continually on customer research. Deming's basic philosophy on quality is that productivity improves as variability decreases. A statistical method of quality control is needed because of variations. He is an advocate of worker participation in decision making. Deming also claims that management is responsible for 94 percent of quality problems. He also points out that it is management's job to help employees work smarter, not harder.

Another pioneer in the TQM field is Juran. Juran was the first to deal with the broad management features of quality, which distinguishes him from those who advocate specific techniques, statistical or otherwise. He believed that organizations did not understand how to manage for quality. Juran included three basic steps to progress:

- (1) structured annual improvements;