



周丽娟 王献编著

# 企业管理英语

## 口语与听力

**SITUATIONS ON BUSINESS  
MANAGEMENT**

外语教学与研究出版社

The World of Business Management

# 企 业 管 理 英 语

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周丽娟 王献 编译

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## 前 言

企业管理这门学科在各国的国民经济建设中都起着重要的作用。我国自党的十一届三中全会以来,随着经济体制改革和对外开放政策的贯彻实施,使得对外经济关系蓬勃发展。借鉴和学习国外企业管理的理论和经验,是促进我国企业管理现代化的重要手段,尤其是一大批中外合资企业、外资企业在我国的兴起,学习企业管理方面的英语的重要性就显得更为突出。

为了适应广大读者,尤其是涉外企业管理工作者的需要,我们编写了《企业管理英语——口语与听力》一书。全书包括四十课对话和三百二十多个企业管理方面的英语词汇和词组。所有英文部分都附有译文,并配有英文磁带(共两盘);对课文中的疑难词、句还作了注释。每个词汇或词组均附有两个例句。

本书的课文部分分为企业管理的意义和过程、市场经营、生产管理、技术革新、财务管理、人事政策等六个单元,可作为大专院校有关专业的英语听力教材使用,也可供从事管理工作的人员学习参考。读者通过该书可以掌握有关企业管理方面的英语的基本语言知识。另外,利用本书所配的录音磁带,还可以十分便利地进行自学。

本书特请美国专家 Pamela Aumen 审阅,对该书提出了许多有益的建议,在此表示感谢。

由于编者水平所限,不足之处,敬请批评指正。

编者

1991、8

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# I. Conversations and Notes

## 1. Meaning and Processes of Management

### Situation 1

James Mckenna, an American business consultant, is talking with Marsao Kato, a Japanese businessman, about the meaning of the word *management*<sup>1</sup>.

Kato: You represent<sup>2</sup> a world-famous management consulting<sup>3</sup> company, Mr. Mckenna. I'd be very interested in hearing your definition of the word *management*.

Mckenna: Well, Mr. Kato. I think the best definition<sup>4</sup> is one given by James L. Hayes, the dean of the School of Business Administration<sup>5</sup> at the King University. He said that management was getting things done through other people.<sup>6</sup>

K: That's a very accurate and clear definition, isn't it?

M: Yes, it tells us a great deal about both the concept and the actual practice of management.

K: I've always felt that management was both an art and a science. Do you agree with that?

M: Yes, I do. It's a science in that it can be measured by results and it's subject to methodological analysis.<sup>7</sup> But, of course, management does not rely exclusively<sup>8</sup> on the scientific method

and, therefore is also an art.

K: That's very true. And like other arts and sciences, management requires careful discipline<sup>9</sup> and training to develop and perfect one's skills<sup>10</sup>.

M: Indeed, while some people may be born with certain talents for management, there is no substitute for training and discipline to develop these skills.<sup>11</sup>

## Notes

1. management: 管理。管理与人类社会不可分割。“管理”这个概念具有极其普遍的意义。社会中每个人都在进行着管理工作,每个人都在从事把有限的资源(自己或他人的物质、金钱和时间)分配给众多的、相互交织的、难以满足的目的。从现代管理的角度看,管理就是个人或多人协调他人的活动,以达到任何个人单独的行动所无法达到的目标。管理概念的中心内容是:第一,管理的中心工作是管理他人的工作;第二,管理是通过协调组织中其他人的活动而达到一定的目标;第三,管理工作必须关心人,关心他人的活动,即他人的工作。

2. represent: 代表。

3. consulting: 咨询。

4. definition: 定义。

5. administration: 管理机构;行政(事务)。

6. He said that management was getting things done through other people; 他说,管理就是通过他人去完成工作。get sth. done: 该句型意为:“使某事完成”。自己也可能参与。如:

It's up to you to get the work done. (将此项工作完成取决于你。)

Where can I get this book printed? (哪里可以给我印这本书?)

7. It's a science in that it can be measured by results and it's subject to methodological analysis: 它是一门科学,因为管理成果可以衡量,而且它易于用方法论分析。句中 in that = because, 如:

I like the city, but I like the country better in that I have more friends



in the country. (我喜欢城市,但更喜欢乡村,因为那里我有更多的朋友。)

I prefer his plan to yours in that I think it is more practical. (我看他的计划比你的好,因为我觉得他的更实际。)

此外,句中 be subject to 中的 subject 为形容词,意为“易受……的”“可能会”:

Japan is subject to earthquakes. (日本常发生地震。)

The arrangements are subject to change. (安排可能会变化。)

8. exclusively: 唯一地;独自地。

9. discipline: 训练;教训;纪律。

10. perfect one's skill: 完善某人的技巧。

11. Indeed, while some people may be born with certain talents for management, there is no substitute for training and discipline to develop these skills. ; 确实是这样,虽然有些人可能天生就有一定的管理天赋,但要开发这些技能,锻炼和培训是不可少的。句中 while 意为“虽然”。请注意 while 在表示此意时,一般置于句首。如:

While I understand what you say, I can't agree with you. (虽然我理解你所说的话,但我不能同意。)

While they are my neighbors, I don't know them well. (虽然他们是我的邻居,但我对他们并不了解。)

## Situation 2

James Mckenna and Marso Kato continue their discussion on management. They see management as<sup>1</sup> the performance of specific functions<sup>2</sup>.

Kato: Can we take that definition one step further, Mr. Mckenna?

For example, would you describe management as a philosophy<sup>3</sup> or an idea which motivates<sup>4</sup> people?

Mckenna: Well, it certainly is a philosophy to a certain extent<sup>5</sup>, but I prefer a broader analysis. In other words, I see management as the performance of certain specific functions and the execution of certain tasks, intended to accomplish specified goals<sup>6</sup>.

K: Oh, I see what you mean, you are saying that management is not an abstract<sup>7</sup> idea, but rather a word which describes the actual doing of something.

M: Yes, that's right. Management depends on performance of certain specialized tasks or jobs, for example, things like handling<sup>8</sup>, planning<sup>9</sup> organization and staffing<sup>10</sup> and directing<sup>11</sup> people to carry out these tasks.

K: Yes, that's right. And we also must consider other tasks, such as innovation<sup>12</sup> and budgeting<sup>13</sup>.

M: Exactly, these are also parts of the total concept of management, and there is one more very important task that we haven't mentioned yet.

K: You mean representation<sup>14</sup>.

M: Yes, that's right. Therefore we must see management as the performance or execution of all these necessary functions.

## Notes

1. see... as; 把……看作。
2. function: 职能, 功能[职能, 指企业为达到或完成一个特定的目的, 而设立的部门或组织, 如生产部门, 计划部门等, 统称职能机构]。
3. philosophy: 理论。
4. motivate: 激发, 鼓动。
5. to a certain extent: 一定程度上。
6. In other words, I see management as the performance of certain specific functions and execution of certain tasks, intended to accomplish specified goals: 换句话讲, 我认为管理是为着达到某个具体目标, 而从事某些具体工作并完成某些任务。句中 intended to ... 为分词短语作状语。翻译时一般不加什么词, 直接译出即可。如:  
We read the book, sitting by the window. (我们坐在窗户旁边读书。)  
The teacher stood there, surrounded by many students. (教师站在那里, 有许多学生围着他。)
7. abstract: 抽象的。
8. handle: 处理, 协调。
9. planning: 计划; 为实现企业目标而制定出行动纲要和行动方法。
10. staffing: 人事安排。即选择、训练、培养和恰当安排职工等。
11. directing: 指挥。作出决策并通过命令、指示等对下属进行领导、监督和鼓动等。
12. innovation: 技术革新。
13. budgeting: 财政预算。
14. representation: 代表制。

### Situation 3

Marso Kato and James Mckenna broaden their discussion to talk about the people who perform these specific functions.

Kato: I can see what you mean by describing management as the execution of all these functions. But who actually carries them out<sup>1</sup>? Lots of people are involved, aren't they?

Mckenna: Oh, of course, many people are, but the important thing is to consider the people who have the responsibility<sup>2</sup> for carrying out all these functions. In that case<sup>3</sup>, we are talking about managers.

K: That may be true. But don't you think that some of the functions we've outlined are very specialized?<sup>4</sup> Do we call them management functions, too?

M: Yes, I would say so.<sup>5</sup> In other words, we must find managers as the people who are given specific tasks to carry out. Of course, this doesn't mean that all successful managers can carry out each of the tasks.

K: For example, not everybody can be a sales manager and a budget manager at the same time.

M: Yes, that's right. There are many specialized tasks that require specialized knowledge, but we are still talking about managers, despite<sup>6</sup> their specialized training and functions.

K: I see what you mean. You are saying that real managers are still managers regardless of<sup>7</sup> their specific functions.

M: Yes, and they are the people who carry out all these many functions.

## Notes

1. carry out: 完成, 实现。
2. responsibility: 责任, 职责。
3. in that case: 那样的话。

4. But don't you think that some of the functions we outlined are very specialized?: 但是难道您认为我们所谈到的一些工作不是非常专业化的吗? 句中 think 否定句的译法, 与汉语是有差别的, 当 think 后面有宾语从句, 而主句用否定式, 实际上否定的是宾语从句中的谓语动词, 像这样的动词, 有 believe, suppose 等。如:

I don't think it will rain. (我认为不会下雨。)

I don't think I can get away. (我想我是走不了。)

5. Yes, I would say so: 是的, 我认为是这样的。对话中的 so 常用在一些动词后, 为着避免重复。这样的动词有: believe, hope, imagine, say, suppose, guess, think, 等等。也可用在 be afraid 后。如:

Martin wants to write, but he's afraid to say so. (马丁想写, 但他怕说这件事。)

Are you going to play football tomorrow? —I hope so. (明天你将踢足球吗?——我希望能够。)

6. despite: 不管; 不顾。这个词与 in spite of 意思相同, 但较文气一些。如:

Despite their objections, I will do it just the same. (不顾他们的反对, 我照样要做。)

He came to the meeting despite his serious illness. (他不顾自己病重照样参加这次会议。)

7. regardless of: 不管……如何; 不考虑……。如:

Regardless of danger, he climbed the tower. (他不顾危险, 爬上这座塔。)

Tim continued to run away, regardless of our shouts to him that he should return. (蒂姆不理睬我们大声地喊他回来, 一直地跑了。)

#### Situation 4

Marsao Kato and James Mckenna continue their discussion and talk about different levels of management.

Kato: But certainly, not all of the management positions are held by people of equal rank or position<sup>1</sup>. In other words, wouldn't you agree that there are various levels of management even though all of them may be called managers?<sup>2</sup>

Mckenna: Oh, clearly that is true. For example, the biggest level separation<sup>3</sup> would be between first line managers, middle managers and top management.

K: You mean that managers themselves need managers?

M: Yes, that's very true. There are always levels of responsibility in any social organization. In many cases, these various levels of responsibility are determined by age, and many others are determined by ability.

K: Often that is the same thing, isn't it?

M: Yes, it frequently<sup>4</sup>, but not always is. A great deal of experience<sup>5</sup> and knowledge is needed as one moves up the ladder<sup>5</sup> of management as we would call it. Therefore age and experience are often reflected<sup>7</sup> in ability.

K: So even at the bottom<sup>8</sup>, the section chief,<sup>9</sup> for example, can be seen as the first step in the management process?

M: Yes, and a very important first step. This is the level at which we can often tell if a person has management potential<sup>10</sup> or not.

## Notes

1. equal rank or position: 相同的等级或地位。

2. In other words, wouldn't you agree that there are various levels of management even though all of them may be called managers?: 换句话说, 难道你不认为, 尽管都可称作经理, 但他们管理的层次都各不相同? 句中的 would 有“猜测”之意。如:

That would be the book you are looking for. (那该是你在寻找的那本书吧。)

I thought that you would have finished this by now. (我想, 你大概现在已结束此事。)

3. separation: 差别。

4. frequently: 经常地。

5. experience: 经验; 经历。

6. ladder: 梯子; 阶梯。

7. reflect: 反映。

8. at the bottom: 在底层。

9. section chief: 工段长。

10. potential: 潜力。

### Situation 5

Marso Kato and James Mckenna broaden their discussion to deal with<sup>1</sup> managers themselves and what makes a good manager.

Kato: That's a very good point. I would certainly agree that in Japanese companies as well we can usually see management potential at a very early level. But what do you think really makes a good manager?

Mckenna: Well there have been lots of arguments about that. Some people say that only people who have natural talent<sup>2</sup> can become really good managers. Others say that experience can make good managers regardless of natural talent.

K: Well, there are exceptions<sup>3</sup>, of course.

M: Oh, yes. That's true. Obviously, one must have some need of ability before he can develop his skills as a manager, but the very few people are what we can call born managers.

K: You mean people who just have a natural talent for management from the very beginning?

M: Yes, that's right. As I said before, management is both a skill and a matter of experience<sup>4</sup>. I really think it requires both.

K: Yes, I think I agree with you. It's really the same as a born golfer or a born singer<sup>5</sup>. It certainly is natural talent there, but it rarely become anything without training.

M: Exactly, so in the long run<sup>6</sup> we can say that the managers are made, not born.



## Notes

1. deal with: 涉及。
2. talent: 才干; 天才, 天资。
3. exception: 例外, 除外。

4. As I said before, management is both a skill and a matter of experience. : 正如我以前说过的, 管理既是一种技能又是与经验有关的问题。as 引导的是定语从句, 这种定语从句, 通常指的不是主句中的某一个名词, 而是指整个主句所表达的内容, 对主句所作的陈述进行附加说明。在句中 as 多用作主语或宾语, 有时谓语省略一部分。翻译时一般译成“这……”, “如……”, “象……”等。如:

He is absent, as is often the case. (他通常如此, 又缺席了。)

As was expected, he performed the task with success. (象所期待的一样, 他出色地完成了任务。)

5. It's really the same as a born golfer or a born singer: 这就和有天生的高尔夫球手和天生的歌手一样。句中 the same... as 译为“和……同样的”, 而 as 在句中通常可作主语、宾语、表语和状语等。如:

She knew he felt just the same as she did. (她知道他的感受恰恰与她的一样。)

[as 在句中作状语]

He is not the same man as he was. (他和过去不一样。)

[as 在句中作表语]

6. in the long run: 从长远来说; 最后。如:

Studying may be difficult just now, but you will benefit in the long run. (眼下学习可能是很难的, 但从长远来说, 你将会得益。)

I think that in the long run they will be our most popular playwright. (我想最终他们将是我們最受欢迎的剧作家。)