



普通高等教育“十一五”国家级规划教材



新世纪专业英语系列教材
New Century Subject-oriented English

中国人民大学 编著
总主编
张勇先 康成翠

工商管理英语教程

English for Business Administration

(第2版)

主编 张初愚



西安交通大学出版社
XI'AN JIAOTONG UNIVERSITY PRESS



普通高等教育“十一五”国家级规划教材



新世纪专业英语系列教材

New Century Subject-oriented English

中国人民大学 编著
总主编 张勇先 康成翠

工商管理英语教程

English for Business Administration

(第 2 版)

主 编 张初愚
编 者 孙凯跃 张秋成 王晓露



西安交通大学出版社
XI'AN JIAOTONG UNIVERSITY PRESS

图书在版编目(CIP)数据

工商管理英语教程 / 张初愚主编. —2 版. —西安:西安
交通大学出版社, 2009.4

ISBN 978-7-5605-3088-8

I. 工… II. 张… III. 企业管理-英语-高等学校-教材
IV. H31

中国版本图书馆 CIP 数据核字(2009)第 046235 号

书 名 工商管理英语教程(第 2 版)

主 编 张初愚

责任编辑 黄炜炜

出版发行 西安交通大学出版社

西安市兴庆南路 10 号 邮政编码 710049)

网 址 <http://www.xjtupress.com>

电 话 (029)82668357 82667874(发行中心)

(029)82668315 82669096(总编办)

传 真 (029)82668280

印 刷 西安交通大学印刷厂

开 本 727mm×960mm 1/16 印张 22 字数 403 千字

版次印次 2009 年 5 月第 2 版 2009 年 5 月第 1 次印刷

书 号 ISBN 978-7-5605-3088-8/H·885

定 价 42.00 元(附赠 MP3 光盘一张)

读者购书、书店添货、如发现印装质量问题,请与本社发行中心联系、调换。

订购热线:(029)82665248 (029)82665249

投稿热线:(029)82664953 (029)82664981

读者信箱:cf_english@126.com

版权所有 侵权必究

新世纪专业英语系列教材

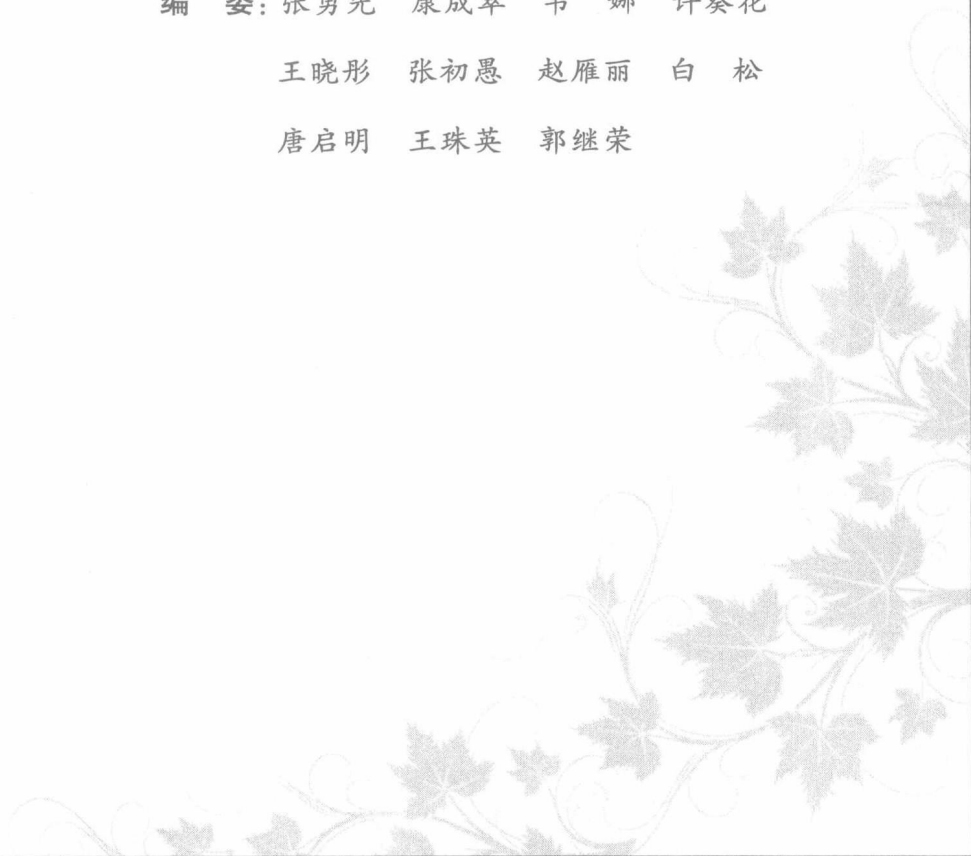
编委会

总主编：张勇先 康成翠

编委：张勇先 康成翠 韦娜 许葵花

王晓彤 张初愚 赵雁丽 白松

唐启明 王珠英 郭继荣



总序 Preface

“新世纪专业英语系列教材”自2003年出版以来在全国高校使用了6年，受到国内专家学者及广大教师和学生的的好评，其中《工商管理英语教材》被列入教育部“普通高等教育‘十一五’国家级规划教材”。

为更好地推进专业英语教学，强化使用效果，编者遵循教育部《大学英语课程教学要求》(以下简称《课程要求》)，结合实际使用中的反馈意见，经过近两年认真仔细地调整与策划，对第1版进行了修订与补充，并在原有基础上增补了5个品种，推出“新世纪专业英语系列教材”(第2版)(总计12种)。

一、编写与修订依据

为适应我国高等教育发展的新形势，满足新时期国家和社会对人才培养的需要，教育部高教司于2007年7月颁布了《课程要求》。

《课程要求》中规定的大学英语阶段的英语教学要求分3个层次，即一般要求、较高要求和更高要求，并规定：“各高等学校应根据本校实际情况确定教学目标，并创造条件，使那些英语起点水平较高、学有余力的学生能够达到较高要求或更高要求”。《课程要求》对听、说、读、写、译均有明确的规定：

听力要求：“能听懂涉及专业知识的学术报告、专题讲座等，并能理解其中阐述的事实或包含的较为抽象的概念。”

口语要求：“能在学术会议或专业交流中较为自如地表达自己的观点和看法，……”

阅读要求：“能较为顺利地阅读所学专业的英语文献和资料。”

写作要求：“能撰写专业文章摘要，能写简短的专业报告和论文。”

翻译要求：“能借助词典翻译所学专业的文献资料和英语国家报刊上有一定难度的科普、文化、评论等文章，……”

“新世纪专业英语系列教材”(第2版)在设计 and 编写上贯彻《课程要求》对大学英语的“更高要求”的教学目标及大学英语参考词汇等方面所做的界定和

描述,并在此基础上,结合英语教学理论与实际教学要求,进行了修改与增补。

二、修订与增补内容

1. 将原系列中的《国际贸易英语教程》、《工商管理英语教程》、《新闻英语教程》、《旅游英语教程》、《法律英语教程》5个品种的上、下册合为1册,将《财经英语教程》按照专业拆分为《金融英语教程》和《会计英语教程》。

2. 新增《电子商务英语教程》、《人力资源管理英语教程》、《物流管理英语教程》、《市场营销英语教程》和《管理英语教程》,从而更加方便学生与教师的学习与使用。

三、编写原则与特点

本系列教材充分贯彻《课程要求》的基本精神,在内容编排方面,除精心编选课文外,还创新性地设置听、说、读、写、译练习,更加强了学生英语综合能力的培养。其突出特点如下:

1. **课文选材新颖**:课文中绝大部分文章是2000年以后发表的,具有很强的时代感。

2. **课文语言地道**:课文绝大部分取材于国外著名专家的原版著作,语言地道,具有很高的权威性与可读性。

3. **内容覆盖全面**:内容涉猎面广,具有很丰富的知识性。以工商管理为例,全书包括从工商管理十大原理,如企业经理的作用、策划、计划及组织等,到企业招聘面试,均有涉及。

4. **课文难度适中**:课文深入浅出,避免晦涩艰深,对学生完成从基础到专业的过渡具有很大的帮助。

5. **练习类型多样**:练习融听、说、读、写、译于一体,难易兼顾,符合我国新世纪的最新教学理念,对教师教学具有很强的可操作性。

6. **辅助功能齐备**:教材的附录部分提供了练习答案、参考译文、总词汇表及听力原文,使学生学习及教师教学更加方便与灵活。每册教材均配有由外籍语言专家朗读的Mp3听力光盘1张。

四、编写队伍

本系列教材均由专业英语教师与大学英语教师共同编写,课文译文由英语过硬的专业教师负责审定。

总主编由曾在国内出版了大量颇受欢迎的教材、专著及词典等的中国人民大学外语学院张勇先教授与康成翠副教授担任。各分册主编与编者绝大部分为中国人民大学外语学院与商学院等骨干教师。其中《金融英语教程》与《会计英语教程》由韦娜(美国教育学博士)主编;《国际贸易英语教程》由许葵花(语言学博士)主编;《旅游英语教程》由王晓彤(语言学在读博士)主编;《工商管理英语教程》、《物流管理英语教程》和《市场营销英语教程》由张初愚(英国工商管理硕士)主编;《法律英语教程》由赵雁丽(语言学与法学双硕士)主编;《新闻英语教程》由白松(语言学硕士)主编;《电子商务英语教程》由唐启明(语言学硕士)主编;《人力资源管理英语教程》由王珠英(语言学硕士)主编;《管理英语教程》由郭继荣(语言学博士)主编。

此外,还特邀了北京外国语大学、中国社科院、西安交通大学、北京联合大学等单位的著名教授、专家与学者加盟。

本系列教材虽经编者尽心推敲、仔细查阅,纰漏与差错在所难免,恳请各界专家、学者及热心的读者不吝赐教。

编者

2009年3月

前言 Foreword

全在当今全球一体化的热潮中，中国正以前所未有的能量与速度参与其中。这对我国的英语教学在广度与深度方面都提出了新的更高的要求。高校的专业英语教学更是首当其冲。《工商管理英语教程》自2003年出版以来，受到读者的欢迎与呵护，并被列入教育部“普通高等教育‘十一五’国家级规划教材”。为了感谢读者的关爱与支持，更好地为大家服务，我们对教材进行了修订。我们的编辑思想始终如一——以应用为导向，努力使教材和练习的编写能够帮助学生提高能力，使他们在学术研究和专业交流中能较为自由地用英语表达自己的观点和思想。在本次修订中，保留了二十篇正课文和二十篇副课文，删除了部分副课文，以便更加精炼、适用，同时节省出篇幅，增加了练习。

本次修订仍保留了原有特色：

1. 选材新。本书中百分之八十的内容选自最近新出的英语原版著作。
2. 以工商管理为中心内容，选材全面。包括了企业管理的一般理论，比如经理的作用，计划，组织，领导，控制以及经济学十大原理。包括了对企业职能部门具体业务的描述。比如市场营销，人力资源管理，广告，批发，零售等。为了增强实际应用性，编排了商业宣讲，和企业招聘面试两个单元，以方便学生演练提高实际技能。
3. 内容丰富。每单元有正课文一篇，副课文一篇，理论与实例并茂，以利于学生既能严谨细致地学习，又能有充足的材料浏览，拓宽视野。
4. 练习类型多样，形式活泼。听，说，填，选，翻译，写作，难易兼顾。以供根据不同情况选择使用，帮助学生掌握并巩固所学内容。
5. 主要部分选材水平适中，深入浅出，避免了晦涩艰深。本书重点不是放在加强学生钻研高深理论的能力上，而是帮助学生建立坚实的工商管理专业基础，并掌握用英语表达专业内容的技能。

本书是人大外语系和人大商学院的合作成果，由外语系教师孙凯跃、张秋成，王晓露和商学院教师张初愚合作编写。

本书主编张初愚，1990年留学英国，获得MBA学位。自1996年回国后，一直担任人民大学商学院专业英语教学任务，同时用英语讲授国际营销与跨文

化商务沟通。张初愚在教学过程中潜心钻研,开创了"群谈英语"教学法,帮助学生提高英语口语表达能力,专业内容英语表达能力,获得人民大学2000年优秀教学成果奖。

英语本是沟通交流的工具,不应僵化为仅是考试的工具。英语可以用作外语,也可以用作中国人的第二语言,在学习和工作中使用。不远的将来,知识工作者中,一定会有大批量的汉英双语者涌现。如果本教材能为将来的汉英双语者做出一点贡献,我们将深感欣慰。

真诚欢迎意见、建议、批评、指正。

编者

2009年2月

Unit 1 What is a Manager?	1
Additional reading What is Management?	8
Unit 2 Levels of Management	11
Additional reading What It Takes to Be a Great Manager	19
Unit 3 Management—a Dynamic Process	24
Additional reading A Changing Workforce: Older and More Diverse	31
Unit 4 Ten Principles of Economics (Part I)	34
Additional reading Supply and Demand	42
Unit 5 Ten Principles of Economics (Part II)	45
Additional reading National Income Accounts	53
Unit 6 Planning	57
Additional reading Overview of Goals and Plans	66
Unit 7 Organizing	71
Additional reading Departmentalization	81
Unit 8 Leading (Part I)	85
Additional reading Leading (Part II)	93
Unit 9 The Basic Structure and Objectives of the Control Process	98
Additional reading Budget and Financial Controls	105
Unit 10 The Business Presentation	111
Additional reading Types of Presentations and Five Propositions about Presentations	123
Unit 11 Forms of Business Enterprise	127
Additional reading Categorize a Company by Industry Sector	139

Unit 12 The Role of Services in an Economy	143
Additional reading Management Challenges	153
Unit 13 The World of Retailing	157
Additional reading Developing a Retail Strategy	168
Unit 14 The Role of Marketing Research in Decision Making	172
Additional reading The Nature of Marketing	183
Unit 15 Human Resource Management and Competitive Advantage	186
Additional reading The Industrial Relations System	196
Unit 16 Entrepreneurs: The Energizers of Small Business	200
Additional reading Characteristics of Entrepreneurs	211
Unit 17 Business Ethics	216
Additional reading Manifestations of Ethical Dilemmas	229
Unit 18 The Job Interview	234
Additional reading Preparing Your Resume	246
Appendix I Reference Translation of the Main Texts	250
Appendix II Key to the Exercises	295
Appendix III Tapescripts	311
Appendix IV Glossary	329

Unit 1

What is a Manager?

Effective managers are essential to any organization's overall success, regardless of whether it is a global giant or a small start-up enterprise. Indeed, having talented people is so important to the success of a business that *Fortune* magazine includes "the ability to attract, develop, and keep talented people" as one of the key factors used to establish its list of Most Admired Companies.¹ Effective managers must pay attention to what goes on both inside and outside their organizations. Regardless of where their attention might be focused at any particular time, managers are part and parcel of organizational settings. Profit-oriented businesses are one type of organizational setting in which managers are found, but they aren't the only one. Undoubtedly, you could write your autobiography as a series of experiences with organizations such as hospitals, schools, museums, sports teams, stores, amusement parks, restaurants, orchestras, community groups and clubs, government agencies, and others. Some of these organizations were small, and others were large. Some were for-profit companies, and others were nonprofit organizations. Some offered products, some offered both products and services, and others offered only services, some were well managed, and others struggled merely to survive.

We refer to such a group of people as an organization because each has a structure and strives to achieve goals that individuals acting alone could not reach.² All organizations strive to achieve specific goals, but they don't all have the same goals. For example, a goal at Southwest Airlines³ is to offer on-time service at the lowest prevailing price to increase its market share. A goal at Polaroid⁴ is to create innovative cameras, whereas at Minolta⁵ a goal is to produce high-quality lenses for cameras and other optical devices.

English for Business Administration

Regardless of an organization's specific goals, the job of managers is to help the organization achieve those goals. In this book, we look at managers in organizations of all types and sizes that have many different goals and many different ways of achieving their goals. Our primary purposes are to help you understand how managers accomplish their goals and to help you develop some of the managerial competencies that you will need to be effective in whatever types of organizations you find yourself. Many—indeed, most—of these competencies will be useful to you even if you never have a job with the word manager in the title⁶.

✻ What is a manager?

Up to now we've been talking about managers for so long, and next it's time to clarify exactly what the term means. A manager is a person who plans, organizes, directs, and controls the allocation of human, material, financial, and information resources in pursuit of the organization's goals. The many different types of managers include department managers, product managers, account managers, plant managers, division managers, district managers, and task force managers. What they all have in common is responsibility for the efforts of a group of people who share a goal and access to resources that the group can use in pursuing its goal.

You don't have to be called a manager to be a manager. Some managers have unique and creative titles, such as chief knowledge officer (a person in charge of training and development) and chief information officer (a person in charge of information systems). People with the job titles of chief executive officer (CEO), president, managing director, supervisor, and coach also have the responsibility for helping a group of people achieve a common goal, so they too are managers.

Most employees contribute to organizations through their own individual work, not by directing other employees. Journalists, computer programmers, insurance agents, machine operators, newscasters, graphic designers, sales associates, stockbrokers, accountants, and lawyers are essential to achieving their organizations' goals, but many people with these job titles aren't managers.

What sets managers apart, if not their job titles? Simply put⁷, the difference between managers and individual contributors is that managers are evaluated on how well the people they direct do their jobs. Consider Jennifer Laing, for example. In 1997, she left her position as chairwoman of the London office of Saatchi & Saatchi Advertising Worldwide⁸ to become chief executive of its North American

operations. Her new responsibilities included supervising the accounts⁹ for some famous brands and landing new accounts. Clearly, all the work that goes into promoting these brands, which generate revenues of more than \$ 2 billion, can't be done by one person—it takes several thousand. Laing's job is to oversee the efforts of everyone working on all the North American accounts.

An important responsibility of managers such as Laing is to ensure that their groups understand their goals and how achieving their goals is related to the success of their organizations, Saatchi & Saatchi's primary goal is to "make clients' brands famous". While achieving that goal, the company also has the goal of making its own name famous. It achieves these goals by producing excellent advertising for its current clients and by attracting new accounts.

Because managers achieve organizational goals by enabling people to do their jobs effectively and efficiently—not by performing all the tasks themselves—they must find ways to keep employees motivated. Laing describes Saatchi & Saatchi's employees as highly motivated. She gives them credit for the firm's ability to recover from the turmoil it experienced in 1995 when founders Maurice and Charles Saatchi left the firm to open their own shop. The firm's 6200 employees then showed the "desire to prove that the next generation could not only do a good job but a better job". Laing knows that it is her job to keep their motivation high, which she plans to do by providing consistent leadership.



Words & Expressions

start-up <i>a.</i>	新创建的
orient /'ɔ:riənt/ <i>v.</i>	direct the interest of sb. (to sth.) 对某人的兴趣(朝向某事物)进行引导
profit-oriented <i>a.</i>	以盈利为目的的
autobiography /'ɔ:təubi'ɔ:grəfi/ <i>n.</i>	自传
strive /straiv/ <i>vi.</i>	try very hard (to obtain or achieve sth.) (为获得或实现某事物)努力, 奋斗
on-time <i>a.</i>	准时的
innovative /,inəu'veitiv/ <i>a.</i>	introducing or using new ideas, techniques, etc. 革新的; 有革新精神的
allocation /æləu'keiʃən/ <i>n.</i>	配给; 分配

pursuit /pə'sju:t/ n. (fml)	追求; 寻求
supervisor /'sju:pəvaizə/ n.	管理人; 指导者
newscaster /'nju:zkɑ:stə/ n.	(电视、无线电等的) 新闻播音员
graphic /'græfik/ a.	of visual symbols (eg. lettering, diagrams, drawings) 文字的; 书写的; 图表的; 绘画的
stockbroker /'stɒkbrəukə/ n.	股票经纪人
turmoil /'tɜ:mɔil/ n.	(instance of) great disturbance, agitation or confusion 骚动; 混乱
part and parcel of sth.	an essential part of sth. 主要部分; 重要部分
in pursuit of	追求某事物
give credit for	praise; approve 称赞; 表扬



Notes

1. Indeed, having talented people is so important to the success of a business that *Fortune* magazine includes “the ability to attract, develop, and keep talented people” as one of the key factors used to establish its list of Most Admired Companies. include... as 把……作为; used to establish... 过去分词短语, 作 factors 的后置定语。
2. We refer to such a group of people as an organization because each has a structure and strives to achieve goals that individuals acting alone could not reach. refer to... as 把……叫做; individuals acting alone 单独行动的个人
3. Southwest Airlines 美国西南航空公司, 是美国第二大航空公司, 成立于 1971 年。在美国国内, 西南航空的通航城市最多。它以“廉价航空公司”而闻名, 是民航业“廉价航空公司”的鼻祖。
4. Polaroid 宝丽来公司, 是世界上一次成像摄影的领导者。公司的主要产品是一次成像胶片和数码照相机。
5. Minolta 美能达公司, 具有悠久的照相机生产历史。公司的前身是与德国人合作的私人企业, 创建于 1928 年。1931 年, 企业改组成立了日本人独资的 MOLTA 公司。1933 年, 公司生产的照相机正式定名为 Minolta。1937 年, 公司重组, 成立了颇有实力的千代由光学精工股份公司, 生产航空相机和其他光学仪器。1949 年, 公司开始生产 35mm 镜头快门相机, 1958 年开始生产 35mm 单反相机。1962 年, 公司生产的 35mm 镜头快门相机——Minolta Himatic 被用于美国的宇宙飞船上。从此, 美能达照相机的知名度大大提高。20 世纪 60 年代, 我国的海鸥 DF 相机就是按 Minolta SR-2 型相机仿制的。1985 年, 美能

达公司推出的 Minolta α -7000AF 单反相机以压倒性的优势登上了世界 35mm 单反相机的顶峰。

6. a job with the word manager in the title 译为：名称当中有“经理”字样的工作。
7. simply put 简单说来
8. Saatchi & Saatchi Advertising Worldwide 莫里斯·萨奇和查尔斯·萨奇两兄弟自 1970 年开办公司以后，进行了 16 年狂喜的收获：他们建立了世界上最大的经营联合大企业，永久地改变和重新定义了美国的广告前景。萨奇公司大举入侵美国，进行疯狂地兼并，席卷了数十家公司，同时也包括一些研究、直销、促销和顾问公司。萨奇的财务总监马丁·索里尔于 1986 年离去，创办了 WPP 集团，1987 年兼并了智·威·汤逊广告公司，建立起了一个与之竞争的经营公司网络。1995 年，萨奇公司的经理们起来反对两兄弟的过度花费，并把两人从这个几十亿美元的控股公司驱逐出去。随即萨奇兄弟俩在伦敦创立了 M&C 萨奇公司。萨奇兄弟公司留存下来的时候，WPP 集团发展成为位居前三名的控股公司。
9. account 这里意为客户，尤指与商行经常有业务往来，因而拥有分类帐户名称的客户。其余通过交付对帐单结清，或于商定的日期结清。



Exercises

➔ I. Discussion questions:

1. Why does *Fortune* magazine include “the ability to attract, develop, and keep talented people” as one of the key factors used to establish its list of Most Admired Companies?
2. Why are Profit-oriented businesses one but not the only one type of organizational setting in which managers are found?
3. What do the different kinds of managers have in common?
4. What is an organization?
5. What is a manager?
6. What is the difference between managers and individual contributors?

➔ II. Fill in each of the blanks with an appropriate word or phrase from the box. Change the form if necessary.

strive	autobiography	graphic	allocation
innovative	newscasters	start-up	supervisors
turmoil	on-time	orient	part and parcel
of sth.	give credit for	in pursuit of	

1. Adrian was in charge of the _____ of available funds.
2. After twenty years' hardships and sufferings, he began to write his _____.
3. The job of _____ involves a lot of tension and practice.
4. Many _____ enterprises became bankrupt because of the scarcity of funds.
5. In order to be famous, he _____ to improve his performance.
6. Our firm is _____ towards the export side of the business.
7. The _____ delivery of goods is required in the contract.
8. University students must show essays to their _____ at the end of this term.
9. The country was in a _____ during the strike.
10. The _____ displays will be helpful to illustrate the increase of the output.
11. Companies cannot survive fierce competitions without _____ personnels.
12. Keeping the accounts is _____ of my job.
13. There were many people travelling about the country _____ work.
14. At least _____ him _____ trying even though he did not succeed.

✈ III. Translate the following words or phrases into English.

- | | |
|------------------|-----------------|
| 1. 社团(社会,共同体,社区) | 2. 首席执行官 |
| 3. (政府或国际机构的)部,处 | 4. 常务董事(相当于总经理) |
| 5. 流行价格 | 6. 监督员(基层经理) |
| 7. 市场份额 | 8. 计算机程序员 |
| 9. 管理能力 | 10. 保险业务员 |
| 11. 资源配置 | 12. 新闻广播员 |
| 13. 任务小组 | 14. 销售合作人 |
| 15. 收入,税收 | |

✈ IV. Tell the following statements true or false.

1. We refer to such a group of people as an organization because each has a structure and strives to achieve goals that individuals acting alone could not reach. ()
2. A manager is a person who plans, organizes, directs, and controls the allocation of all resources in pursuit of the manager's individual goals. ()
3. Most employees contribute to organizations by directing other employees. ()