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● 专门用途英语系列教材

管理英语

English for Management

教育部《管理英语》教材编写组 编

高等教育出版社

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for
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内容提要

专门用途英语系列教材是教育部规划的高等学校(包括高等专科院校和高等职业院校)专业英语阶段的英语教材,也可供电大、各类成人院校及广大专业人员学习专业英语、提高涉外业务交际能力使用。

《管理英语》是该系列教材之一,本书从专业人员实际工作的需要出发进行设计和编写。选材新颖、点面结合、内容丰富、语言规范;练习兼具实用性和针对性。

全书由 10 个单元组成,每单元包括专业文献阅读与翻译、涉外业务应用文模拟套写和专业会话三部分。书后附有练习参考答案和课文参考译文。

本书配有录音磁带。

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前 言

专门用途英语系列教材是教育部规划的高等学校专业英语阶段的英语教材。本系列教材从高级应用型人才培养的总体目标出发,结合学生毕业后的工作实际,力求向学生提供其未来工作岗位所需要的专业英语知识和技能,培养学生使用涉外业务英语的能力。

本系列教材每册书都由10个单元组成,每单元包括阅读与翻译、模拟套写和听力与会话三部分。

本系列教材主要供高等院校(包括高等院校和高等职业院校)专业英语使用,也可供电大、各类成人院校及广大专业人员学习专业英语,提高涉外业务交际能力使用。

《管理英语》系专门用途英语系列教材中的一种,旨在提高管理专业的学生和从业人员在管理领域的涉外业务英语交际能力,其中包括专业阅读、翻译、写作和口头交际的能力。

《管理英语》共10个单元,每单元包括三个部分:

第一部分“阅读与翻译”(Reading and Translating),旨在培养学生阅读和翻译管理专业英语的能力。本部分收入了两类文章:第一类为专业技术性文章,用来培养学生阅读和翻译管理专业技术文献的能力,内容涉及管理职能、人力资源评估、现金管理、质量管理、直效营销、银行种类、可保风险、股票市场、关税保护、商业道德等;第二类为有关管理专业领域的实用性文章,内容涉及聘用函、工作说明书、收益报表、招聘启示、企业广告、信用证、人身保险投保单、报纸股票/债券指数、招标公告、广告行为等。每篇文章后均配有适量的阅读和翻译练习。

第二部分“模拟套写”(Simulated Writing),旨在培养学生参照范例用英语模拟套写和翻译管理领域的涉外信函、传真、业务单证、信用证申请书以及销售合同、备忘录之类的实用性文献的能力。本部分提供了一定数量的管理专业领域的涉外应用文范文,同时还设计了必要的翻译、套写练习。

第三部分“听力与会话”(Listening and Speaking),旨在培养学生进行管理专业涉外口语交际的能力。内容涉及进出口业务(建立业务关系、询盘、报盘、订货、付款、保险与索赔、包装与装运、合同谈判)和招商引资(组建合资企业、技术转让与合作、企业管理)两大方面。每单元均配有四个情景对话,并编配了涉外业务口语交际的常用表达法,供学习者学习临摹,力求作到“学中用,用中学”。

本教材构思独特、实用性强,尤其突出了管理相关专业涉外业务的实际需要;选材新颖、点面结合、内容丰富、语言规范;练习也兼具实用性和针对性。为便于学习,各单元每一部分均注有生词和短语,书末还附有总词表。

《管理英语》的总主编为孔庆炎教授,主编为徐小贞副教授。

《管理英语》的编者为苏文秀、龚兵、周玉林、徐小贞、苏艳玲。

本书承蒙清华大学经济管理学院蓝伯雄教授、深圳职业技术学院的外籍教师 Kathryn O'leary、Alan Miller、Ruth Follos 审阅，并提出了宝贵意见。大学英语部的部分教师参加了本教材的资料搜集、校对和编排打印工作。深圳职业技术学院的领导和有关教师对本教材的编写给予了大力支持，在此一并表示感谢。

由于编者水平有限，加之时间仓促，疏漏和不妥之处在所难免，恳请读者不吝指正。

编 者

2000 年 4 月

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1

UNIT

Management Functions

Part 1

Reading and Translating

■ Reading A

Read the following passage, paying attention to the questions on the left.

Management Functions

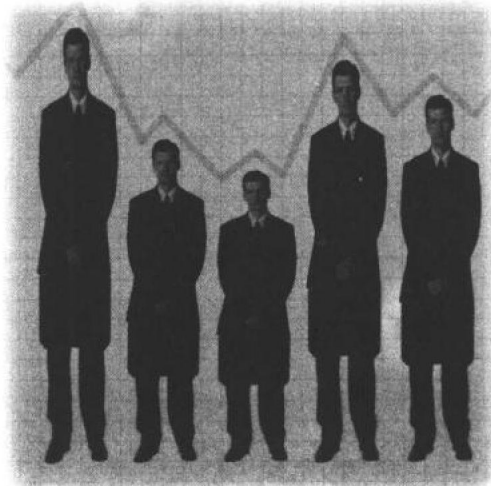
1. *What functions do managers usually perform?*

In the early part of this century, a French industrialist by the name of Henri Fayol wrote that all managers perform five management functions: they plan, organize, command, coordinate, and control. In the mid-1950s, two professors used the functions of planning, organizing, staffing, directing, and controlling as the framework for a textbook on management that for twenty years was the most widely sold text on the subject. The most popular textbooks still continue to be organized around management functions, although these have been condensed generally to the basic four: planning, organizing, leading, and controlling. Let's briefly define what each of these functions encompasses.

2. *What's the role of management in an organization?*

If you don't have any particular destination in mind, any road will not get you there eventually. Since organizations exist to achieve some purpose, someone must define that purpose and the means for its achievement. Management is that someone. The planning function involves defining an organization's goals, establishing an overall strategy for achieving these goals, and developing a comprehensive hierarchy of plans to integrate and coordinate activities.

Managers are also responsible for designing an organization's struc-



ture. We call this function organizing. It includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and at what level decisions are made.

Every organization includes people, and management's job is to direct and coordinate these people. This is the function of leading. When managers motivate subordinates, direct the activities of others, select the most effective communication channel, or resolve conflicts among members, they are engaging in leading.

The final function managers perform is controlling. After the goals are set (planning function), the plans formulated (planning function), the structural arrangements delineated (organizing function), and the people hired, trained, and motivated (leading function), something may still go wrong. To ensure that things are going as they should, management must monitor the organization's performance. Actual performance must be compared with the previously set goals. If there are any significant deviations, it's management's job to get the organization back on track. This process of monitoring, comparing, and correcting is what we mean by the controlling function.

3. Why is controlling function necessary?

NEW WORDS AND EXPRESSIONS

channel /'tʃænl/ *n.*
 comprehensive /kəm'pri'hensiv/ *a.*
 condense /kən'dens/ *v.*
 coordinate /kəu'ɔ:dineit/ *v.*
 delineate /di'linieit/ *v.*
 deviation /di'vi'eɪʃən/ *n.*
 encompass /in'kʌmpəs/ *v.*
 formulate /'fɔ:mjuleit/ *v.*
 framework /'freimwɜ:k/ *n.*
 hierarchy /'haiərə:ki/ *n.*
 industrialist /in'dʌstriəlɪst/ *n.*
 integrate /'intigreit/ *v.*
 management /'mænɪdʒmənt/ *n.*
 motivate /'məutiveit/ *v.*
 overall /'əuvərə:l/ *a.*
 resolve /ri'zɒlv/ *v.*
 strategy /'strætɪdʒi/ *n.*
 subordinate /sə'bɔ:dɪnət/ *n.*
 be responsible for
 engage in
 compare with

渠道; 路线; 频道
 全面的, 综合的, 统一的
 压缩; 使简洁
 协调, 调和
 描画; 记述
 偏差
 包含; 围绕, 包围
 设计, 规划
 框架; 体制
 等级制度; 阶层, 层次
 工业家; 实业家
 综合; 使完全
 管理; 管理人员
 激励; 动员
 所有的; 全面的
 解决
 战略, 策略
 部下, 属下
 对...负责
 从事; 忙于
 与...进行比较

NOTE

Henri Fayol /henri fa:'jɔ:l/

亨利·法约尔

**Check Your Understanding****I. Mark the following statements with T (true) or F (false) according to the passage.**

- ☐ 1. According to Henri Fayol, all managers perform 5 functions: they plan, organize, command, design and control.
- ☐ 2. The two professors shared some common ideas with Henri Fayol about management functions.
- ☐ 3. Planning, organizing, marketing and controlling are generally accepted as the four basic functions of management.
- ☐ 4. If a manager defines an organization's purpose and establishes means to achieve the goal, he is performing his planning function.
- ☐ 5. Organizing means directing others' activities and telling them what to do.
- ☐ 6. The leading function requires managers to lead and coordinate people in the organization.
- ☐ 7. The controlling function of management involves making sure everything goes well as expected.
- ☐ 8. Monitoring, comparing, and correcting are three steps for management to follow in performing the controlling function.

II. Read the passage again and fill in the following table.

Management Functions

Planning	Organizing	Leading	Controlling
1. Defining _____ _____.	Determining what needs to be done,	1. Motivating _____ _____.	1. Monitoring _____ _____.
2. _____ _____ strategy.	how _____ _____.	2. Directing _____ _____.	2. Comparing _____ _____.
3. Developing subplans to _____ _____.	_____, and who _____ _____.	3. _____ _____.	3. _____ _____.
		4. _____ _____.	

Achieving the
organization's
stated purpose



Build Up Your Vocabulary

III. Read and remember the following expressions.

management control	经营管理
management by objectives	目标管理
management competence	经营才干
management inventory form	管理人才储备表
management of trades	行业管理
management principle	经营方针

IV. Fill in the blanks with the words and expressions listed below.

efficiency	less	equipment	seeks	right
inputs	refers to	minimizing	effectiveness	

The term management _____ 1 _____ the process of getting activities completed efficiently and effectively with and through other people. Efficiency refers to the relationship between _____ 2 _____ and outputs. If you can get more outputs from the given inputs, you have increased _____ 3 _____. Similarly, if you can get the same output from _____ 4 _____ input, you also have increased efficiency. Since managers deal with input resources — mainly people, money, and _____ 5 _____, they are concerned with the efficient use of these resources. Management, therefore, is concerned with _____ 6 _____ the resources costs. Effectiveness is often referred to as “doing things right”. Management also _____ 7 _____ effectiveness. When managers achieve their organization’s goals, we say they are effective. Effectiveness can be described as “doing the _____ 8 _____ things”. So efficiency is concerned with means and _____ 9 _____ with ends.

V. Translate the following sentences into Chinese, paying special attention to the underlined words.

1. You can't find the city on the map if you don't know the coordinates.
2. If we coordinate our efforts, we should be able to succeed in achieving the goal.
3. The manager is in charge of about 30 staff.
4. The company is staffed mainly with graduates from colleges.
5. He encompassed the ruin of his enemies by a trick.
6. He is encompassed with doubts.
7. The stronger the motivation, the more quickly one learns a foreign language.
8. These children just sit around doing nothing, they need something to motivate them.
9. He took care to formulate his reply very cleverly.
10. The managers are trying to formulate a new plan on quality management.

VI. Fill in the table below by giving the corresponding Chinese or English equivalents.

management functions	
	解决矛盾
set a goal	
	激励下属
formulate plans	
	预定的目标
controlling function	
	沟通渠道

VII. Complete the following sentences by translating the parts given in Chinese.

- Generally speaking, managers _____ (履行四项基本职能).
- Organizations exist _____ (是为了实现某一目标).
- The textbook on management _____ (是按管理的职能编排的).
- Management should _____
(负责拟定机构的目标, 制定全面策略).
- The leading function involves _____
(激励下属, 解决员工之间的矛盾, 指挥他们的行动).
- The actual performance of the organization _____
(必须与预先设定的目标进行比较).
- Once there are significant deviations, management should _____
(立即纠正机构的行为).
- The controlling function is performed _____
(以确保机构内一切正常运行).

■ Reading B

Want to be well informed of your rights and duties when signing an employment contract with a foreign-invested company? Read the following and know how to.

A Letter of Appointment

Dear Sir / Madam:

We refer to your application for employment with us and are pleased to offer you the position of Room Attendant (Housekeeping) on the following terms and conditions:



(01) Date of Commencement

Your commencing date of employment shall be on September 17th, 1999.

(02) Salary

You will be paid a basic salary of \$1 500. This will be credited to your account with a bank designated by the Hotel on the 7th and 20th of each month.

(03) Probation

You will be required to serve a probationary period not exceeding three months effective from the date you report for work.

(04) Duties

You will be required to carry out such duties and job functions as assigned by the Hotel.

You are expected to follow and maintain the Hotel's code of conduct. Further instructions and notices may be given to you from time to time by the Management.

(05) Transfer

You may be transferred or assigned to any department/section within the Hotel when the Management deems it necessary.

(06) Termination

Either party can terminate this contract of service by giving the other the following notice in writing or payment in lieu of notice:

During probation: 1 day's notice or 1 day's salary in lieu of notice

After confirmation to 5 years: 2 weeks' notice or 2 weeks' salary in lieu of notice

However, the company reserves the right to terminate this contract of service forthwith without notice or salary in lieu of notice on the occurrence of any of the following:

- i) if your work permit is cancelled by the Government for any reason whatsoever;
- ii) if you breach(违反) any terms of this contract;
- iii) if you are guilty of misconduct, insubordination, gross negligence or repeated absence from duties or any other conduct prejudicial to the interest or reputation of the Company; or
- iv) if you fail to satisfactorily discharge any of the duties assigned to you.

If you agree to the terms and conditions of service stated herein, kindly sign in the appropriate space below.

Yours faithfully,

Wanchai Hotel

Agreed and Accepted by

Simon Drone

General Manager

Name:

Date:

NEW WORDS AND EXPRESSIONS

be credited to
code of conduct

存入
行为准则

date of commencement	聘用起始日期
designated by	由…指定
discharge /dis'tʃɑ:dʒ/ <i>n. v.</i>	履行
gross negligence	严重失职
in lieu of	作为…的替代, 替代…
insubordination /,insə,bə:di'neɪʃən/ <i>n.</i>	不服从
prejudicial to	有损于…
probation /prə'beɪʃən/ <i>n.</i>	试用(期)
termination /,tə:mi'neɪʃən/ <i>n.</i>	终止
work permit	就业证

VIII. Decide whether the following statements are true (T) or false (F) according to the passage.

- ☐ 1. The man to be employed herein is to do housekeeping for a family.
- ☐ 2. It remains unknown to the applicant when to begin his work.
- ☐ 3. Any of the duties discharged dissatisfactorily will lead to the termination of the contract.
- ☐ 4. The room attendant is required to behave in accordance with the code of conduct.
- ☐ 5. The room attendant can do everything but prejudice the reputation of the Hotel.



IX. Give short answers to the questions.

- When is the probationary period due?
- How much does the room attendant earn each month?
- How can the applicant terminate the contract of service during his probationary period?
- Is it legal for the Management to terminate the contract if the employee breaches any terms of this contract?
- Suppose the employee's work permit is cancelled by the Government, is the Management entitled to dismiss him or not?

X. Try to put the following Chinese into English, using the expressions learned in the passage.

- We _____ (根据你向我们提出的求职申请) and are pleased to offer you the position.
- You will be required to serve a probationary period _____ (从你报到之日算起不超过三个月).
- _____ (任何一方均可终止该份劳务合同) by giving to the other 1 day's notice or 1 day's salary in lieu of notice during probation.
- If you are guilty of misconduct or any other conduct _____ (有损本公司利益或声誉的) the company can terminate the contract without notice.
- You _____ (可能被转岗到本酒店任何部门) as and when management deems it necessary.

Part 2

Simulated Writing

Business Letters

英语商业书信的构成一般分为:

- | | | |
|-------|--------------------------|---------------------------------|
| 必需部分: | 1. 信头 (Letterhead) | 2. 日期 (Date) |
| | 3. 封内地址 (Inside Address) | 4. 称呼语 (Salutation or Greeting) |
| | 5. 正文 (Body) | 6. 结尾谦语 (Complimentary Closing) |
| | 7. 签名 (Signature) | 8. 职务 (Job Title) |
- 选择部分:
- | | |
|---|----------------------------|
| 1. 编号 (Reference), 分为你方编号 (Your ref.)、我方编号 (Our ref.) | 3. 主题 (Subject) |
| 2. 收信人 (Attention) | 5. 抄送 (Carbon Copy, C. C.) |
| 4. 附件 (Encl.) | |

英语商业书信的格式有以下几种:

1. 缩进式 (Indented Style)
2. 齐头式 (Block Style)
3. 修正式 (Modified Style)

三种格式如下图所示:

1. 缩进式

Letterhead	
Inside Address _____ _____ _____	Date _____
Salutation _____	
Body _____ _____ _____ _____	
Complimentary Closing _____	
Signature _____	

2. 齐头式

Letterhead	
Inside Address _____ _____ _____	
Date _____	
Salutation _____	
Body _____ _____ _____ _____	
Complimentary Closing _____	
Signature _____	

3. 修正式

Letterhead	
Inside Address _____ _____ _____	Date _____
Salutation _____	
Body _____ _____ _____ _____	
Complimentary Closing _____	
Signature _____	

Sample 1 (Indented Style)

<div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">选择部分</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">1. 编号</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">2. 收信人</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">3. 主题</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">4. 附件</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">5. 抄送</div>	<div style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">SHENZHEN HONGLI TRADING CO., LTD.</p> <p style="text-align: center;">No. 116, Hongli Road, Shenzhen Guangdong, China</p> <p style="text-align: right;">April 24, 1999</p> <p>Your ref: SY3691 Our ref: T102</p> <p>Maxium Trading Incorporation 609 Edge Wood Arlington, VA 22201 U.S.A</p> <p>Attn: Import Manager</p> <p>Sub: Recommending Carpet</p> <p>Dear Sirs:</p> <p style="text-indent: 2em;">We are pleased to recommend Xinjiang Carpet, which is now available for export. This product has been selling well on the international market and we believe that there is also a demand for it at your end. We now enclose one copy of our catalogues. Please let us know your comments so that we may discuss any business possibilities with you.</p> <p style="text-indent: 2em;">We look forward to your reply.</p> <p style="text-align: right;">Yours faithfully, <i>Li Wenming</i> Li Wenming Manager</p> <p>Encl: Catalogue</p> <p>C.C.: Wang Shanwen Sales Manager</p> </div>	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">必需部分</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">1. 信头</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">2. 日期</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">3. 封内地址</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">4. 称呼语</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">5. 正文</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">6. 结尾谦语</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 10px;">7. 签名</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">8. 职务</div>
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NOTES

at your end
carpet
catalogue

在你处
地毯
目录(册)

enclose
recommend

随函邮寄
推荐

Sample 2 (Block Style)

Alpha, Incorporated

125 Megahertz Drive
Phoenix, AR 70004
U.S.A.

Feb. 5, 2000

Westley Sophitters Ltd.
559 Grant Street
London
STJ 9WE
United Kingdom

Dear Mr. Douglas:

Our branch in Cairo has asked us for a quotation for 1 000 units of bicycles to be sold in African countries.

Please let us know the quantities you are able to deliver (交货) every month and quote your best terms CIF Cairo (报最优惠的 CIF 开罗价).

Yours faithfully,
Thomas Benton
Thomas Benton
Manager

NOTE

CIF: 国际贸易中最常用的价格术语之一, 即成本加保险费、运费 (Cost, Insurance and Freight)。另两个常用的价格术语是 FOB (装运港船上交货, Free on Board) 和 CNF (成本加运费, Cost and Freight)。

Sample 3 (Modified Style)

HANES TRADING COMPANY

359 Dewitt Avenue
Brooklyn, New York 11207

Your ref: TLE 300

April 24, 1999

