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# 工商管理英语

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## 出版说明

培养复合型专业人才已成为新世纪的一个重要课题。在权威机构所列出的当今及未来各类热门人才排行榜中,具备外语和相关专业知识并能将其融会贯通的复合型人才无一落选。在现实工作和生活中,那些既懂外语又懂专业的人才的确是社会中的一个耀眼群体。作为出版者,我们衷心希望有志成为这种复合型人才的人都能实现自己的理想。为此,我们推出这套《经贸英语快餐系列》丛书,以满足有关人士提高专业英语水平的需要。

为了本丛书的出版,我们专门聘请了一批在有关专业上学有所长的人士来编写。编写者中,既有对外经济贸易大学、北京物资学院等高校的专家学者,也有对外经济贸易合作部的专业骨干,还有富于实践经验的相关专业从业人员。本丛书共包括6个分册:《金融英语》、《会计英语》、《工商管理英语》、《贸易实务英语》、《商业书信英语》和《涉外经贸法律英语》。

本丛书的体例和特点如下:

1. 各分册内容按单元划分,将有关专业知识按单元分类进行介绍,在突出重点的同时,也兼顾了覆盖范围,力求使各专业中可能涉及的重要英语表达法及概念都有所涵盖。

2. 每一单元分为四个部分,分别为句式(Sentence Patterns)、专业词汇(Professional Terms)、相关知识(Relevant Knowledge)、阅读材料(Reading Material)。在句式部分中,将该单元所阐述的内容中较为重要、特殊的句型罗列出来,使读者在熟读、熟记之后,既能大大提高理解专业英语资料的能力,也可以用这些句式对中文资料进行汉译英的练习与实践,一举两得。专业词汇部分为重

要术语介绍,对相关的专业词汇以英汉对照形式给出,可以作为资料备查。在相关知识部分,对读者在从事实际工作中可能遇到的疑难问题、注意事项进行了介绍,以使读者在了解专业知识之余,增强实践能力。阅读材料部分的设置,主要目的在于提高读者理解专业外语资料的能力,开阔视野。每单元四个部分的内容共同构成一个掌握专业英语的完整体系,改变了以往专业英语书籍要么阅读过多,要么全是句式的模式,更便于读者对专业英语的学习。

3.本丛书的另一个重要特点是英语的原汁原味。书中所选句式或阅读材料多是编写者从他们搜集整理的英语国家专业资料中选取的,不仅句式地道,且从实践考虑,有一定的难度,因此很适合有志于提高专业英语水准的读者学习。

学海无涯。尽管编著者和出版者倾尽了心力,但仍不能保证本丛书的完美无瑕,谨请读者批评指正。

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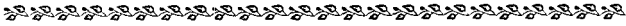
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# Unit 1 Planning



## Sentence Patterns

1. 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.

计划职能包括定义组织的目标;制定全面战略以实现这些目标;开发一个全面的分层计划体系,以综合和协调各种活动。

2. Planning establishes coordinated effort. It gives direction, reduces the impact of change, minimizes waste and redundancy, and sets the standards used in controlling.

计划是一种协调过程。它指明方向,减小变化的冲击,使浪费和冗余减至最少,并设立控制的标准。

3. For the most part, operational planning dominates the planning activities of lower-level managers. As managers move up the hierarchy, their planning role becomes more strategy oriented.

在大多数情况下,基层管理者的计划活动主要是制定作业计划。当管理者在组织中的等级上升时,他的计划角色就更具战略导向作用。

4. Strategic plans cover an extensive time period (typically five or more years), cover broad issues, and include the formulation of objectives. Operational plans cover shorter periods of time, focus on specifics, and assume that objectives are already known.

战略计划覆盖较长的时间(通常为5年或更长),涉及广泛的问题,并包括制定目标。作业计划覆盖较短的时间,集中于具体的问题,并假定目标是已知的。

5. Directional plans are preferred over specific plans when uncertainty is high and when the organization is in the formative and the decline stages of its life cycle.

当环境的不确定性很高,以及当组织处于生命周期的形成阶段或衰退阶段时,指导性计划比具体计划更可取。

6. Commitment concept means that plans should extend far enough to meet those commitments made today. Planning for too long or for too short a period is inefficient.

许诺概念是指计划期限应该延伸到足够远,以便在此期限中能够实现当前的许诺。计划对太长的期限和太短的期限都是无效的。

7. Three contingency factors in planning include a manager's level in the organization, the degree of environmental uncertainty, and the length of future commitments.

计划过程存在着三种权变因素,包括管理者所处的组织层次,环境的不确定性以及未来许诺的时间长度。

8. Objectives are the foundation of planning.

目标是计划的基础。

9. Objectives are desired outcomes for individuals, groups, or en-



tire organizations.

目标是个人、小组或整个组织希望的成果。

10. Traditional objective setting is that objectives are set at the top and then broken down into subgoals for each level in an organization. The top imposes its standards on everyone below.

传统的目标设定的方法是指目标由组织的最高管理者设定，然后分解成子目标落实到组织的各个层次上。最高管理者将目标强加于下属。

11. Management by objectives (MBO) is a system in which specific performance objectives are jointly determined by subordinates and their superiors, progress toward objectives is periodically reviewed, and rewards are allocated on the basis of this progress.

目标管理是一套系统，在这个系统中，下级与他们的上司共同确定具体的绩效目标，并且定期检查完成目标的进展情况，而奖励则是根据目标的完成情况来确定的。

12. Strategic management process is an eight-step process that encompasses strategic planning, implementation and evaluation.

战略管理过程包含八个步骤，是一个制定战略计划，实施战略和评价战略的过程。

13. In a dynamic and uncertain environment, strategic planning is important because it can provide managers with a systematic and comprehensive means for analyzing the environment, assessing their organization's strengths and weaknesses, and identifying opportunities for which they could develop and exploit a competitive advantage.

在动态的和不确定的环境下，战略计划是重要的。这是因为它

能使管理者以系统的和综合的方式分析环境,评价组织的优势和劣势,以及发现组织有可能具有竞争优势的机会。

14. The term SWOT analysis refers to analyzing the organization's internal strengths and weaknesses as well as external opportunities and threats in order to identify a niche that the organization can exploit.

SWOT 分析是指分析组织内部的优势和劣势以及外部的机会和威胁,以便发现组织能够开发的细分市场。

15. The BCG matrix identifies four business groups: stars, cash cows, question marks, and dogs.

BCG 矩阵区分出四种业务组合:吉星、现金牛、问号和瘦狗。

16. At the business level, there are four adaptive strategies. Defenders operate in stable environments and produce a limited set of products for a narrow market segment. Prospectors operate in a dynamic environment, innovate, and seek flexibility. Analyzers minimize risk and maximize profit opportunities by seeking both flexibility and stability. Reactors are inconsistent and reluctant to commit themselves to any one specific situation.

在事业层存在四种适应战略:防御者运作在稳定的环境中,为狭窄的细分市场生产有限的一组产品;探索者运作在动态的环境中,追求创新和灵活性;分析者同时寻求灵活性和稳定性,使风险最小化和利润机会最大化;反应者不能在任何特定情况下作出前后一致的和果断的承诺。

17. Management assesses its organization's competitive advantage by analyzing the forces that dictate the rules of competition within its industry (barriers to entry, substitutes, bargaining power of buyers and suppliers, and current competitive ri-

valry) and then selecting a strategy (cost leadership, differentiation, or focus) that best exploits its competitive advantage. 管理者通过分析产业中支配竞争规则的力量(进入障碍、替代品、购买者和供应者的讨价能力、竞争者之间的竞争),选择最能发挥竞争优势的竞争战略(成本领先、差别化、专一化战略)。

18. TQM(total quality management) can be used as a competitive weapon as many firms are applying it as a way to build competitive advantage.

全面质量管理被许多公司用作建立竞争优势的竞争武器。

19. Decision-making process is a set of eight steps that begins with identifying a problem and decision criteria, and allocating weights to those criteria; moves to developing, analyzing, and selecting an alternative that can resolve the problem; implements the alternative; and concludes with evaluating the decision's effectiveness.

决策制定过程由八个步骤组成:始于识别问题,确定决策标准和给标准分配权重;直至拟定方案、分析方案、选择方案和实施方案;最后结束于评价决策效果。

20. The rational decision maker is assumed to have a clear problem, have no goal conflict, know all options, have a clear preference ordering, keep all preferences constant, have no time or cost constraints, and select a final choice that maximizes his or her economic payoff.

理性决策者被假定为有明确的问题,无目标冲突,了解所有的选择,有明确的偏好顺序,保持所有偏好的一贯性,不存在时间和成本的约束,以及最终选择一个使他经济收益最大化的方案。

21. Decision-making can be divided into two categories, programmed decision and nonprogrammed decision.  
决策可以分为两类:程序化决策和非程序化决策。
22. Managers face well-and ill-structured problems. Well-structured problems are straightforward, familiar, easily defined, and solved using programmed decisions. Ill-structured problems are new or unusual, involve ambiguous or incomplete information, and are solved using nonprogrammed decisions.  
管理者面对着结构良好的和结构不良的问题。结构良好的问题是那些直观的、熟悉的、易确定的,并可以采用程序化决策来解决的问题。结构不良的问题是新的或不寻常的,包含模糊的或信息不完整的问题,它适用于非程序化决策方法。
23. The ideal situation for making decisions occurs when the manager can make accurate decisions because he or she knows the outcome from every alternative. Such certainty, however, rarely occurs.  
在理想的决策情况下,管理者能制定出精确的决策,因为他知道每一方案的结果。然而,这种确定性的情况很少出现。
24. Decision-making is part of all four managerial functions.  
决策渗透于其他四项管理职能之中。
25. Budgets are popular planning devices, because money is a universal common denominator that can be used in all types of organizations and by managers at all levels.  
预算是一种广泛应用的计划手段,因为货币是一种普遍的和共同的计量单位,可以用于各种类型的组织以及为各级管理者所利用。
26. Environmental scanning is the screening of large amounts of in-

formation to detect emerging trends and create scenarios.

环境扫描是指浏览大量的信息,以察觉正在出现的趋势和形成一套设想。



## Professional Terms

1. Strategic plans 战略计划
2. Operational plans 作业计划
3. Short-term plans 短期计划
4. Long-term plans 长期计划
5. Specific plans 具体计划
6. Directional plans 指导性计划
7. Mission 宗旨
8. Objectives 目标
9. Stated objectives 宣称的目标
10. Real objectives 真实的目标
11. Strategy 战略
12. Corporate-level strategy 公司层战略
13. Stability strategy 稳定性战略
14. Growth strategy 增长战略
15. Retrenchment strategy 收缩战略
16. Combination strategy 组合战略
17. Business-level strategy 事业层战略
18. Adaptive strategy 适应战略
19. Competitive strategy 竞争战略
20. Cost-leadership strategy 成本领先战略
21. Differentiation strategy 差别化战略

22. Focus strategy 专一化战略
23. Functional-level strategy 职能层战略
24. Decision 决策
25. Procedure 程序
26. Well-structured problems 结构良好问题
27. Ill-structured problems 结构不良问题
28. Programmed decision 程序化决策
29. Nonprogrammed decision 非程序化决策
30. Group decision-making 群体决策
31. Individual decision making 个人决策
32. Brainstorming 头脑风暴法
33. Nominal group technique 名义群体法
34. Electronic meeting 电子会议
35. Rule 规则
36. Policy 政策
37. Budget 预算
38. Revenue budget 收入预算
39. Expense budget 费用预算
40. Profit budget 利润预算
41. Cash budget 现金预算
42. Capital expenditure budget 资本支出预算
43. Fixed budget 固定预算
44. Variable budget 可变预算
45. Incremental budget 增量预算
46. Zero-base budgeting 零基预算
47. Forecast 预测
48. Revenue forecasting 收入预测
49. Technological forecasting 技术预测
50. Quantitative forecasting 定量预测

- 51. Qualitative forecasting 定性预测
- 52. Scheduling 进度计划
- 53. Gantt chart 甘特图
- 54. Load chart 负荷图
- 55. Program evaluation and review technique 计划评审技术
- 56. PERT network PERT 网络



## Relevant Knowledge

### **1. Planning Must be Flexible in a Rapidly Changing Environment**

Even as little as twenty years ago, our “best managed” corporations had large planning departments. They generated numerous five-and ten-year plans, updated annually, of course. General Electric, for example, once had a planning staff of 350 who churned out hundreds of meticulously detailed reports. Now, however, planning is increasingly being done by divisional or unit managers as part of their management responsibilities, and the plans cover shorter periods of time and are more likely to consider a broader range of options. GE’s formal planning group is down to about twenty and their only role is to advise operating managers. The heads of each of GE’s business units now develop 5 one-page reports each year that identify possible opportunities and obstacles they see in their industries during the next two years.

In a volatile world, only the foolish are cocky enough to believe that they can accurately forecast the future. But that doesn’t diminish the importance of plans. Well-managed organizations are spend-

ing less time coming up with highly detailed, quantitative plans and instead are developing multiple scenarios of the future. For example, Southern California Edison, an electric utility serving over 4 million customers in California, has created twelve possible versions of the future based on an economic boom, a Mid-east oil crisis, expanded environmentalism efforts, and other developments. This approach to flexible planning came about after the utility's managers realized that every long-range plan they had painstakingly constructed during the 1970s and 1980s had been rendered virtually useless by unexpected events—from the Gulf War to nuclear accidents such as Chernobyl, to new regulatory restrictions on sulfur emissions. And of course, Southern California Edison is not unique in facing an increasingly uncertain world. Most businesses, including for-profit and nonprofit, are finding their environments becoming more dynamic and uncertain. These forces require managers to develop more flexible plans.

[中文提要]

通用电气公司曾经有一个庞大的计划部门,编制非常详细的计划书,随着时间的推移,专职从事计划工作的人越来越少,计划书越来越简单,这并不是说计划不重要了,而是由于环境中不确定因素的增加对计划提出了新的要求,计划逐渐转交给经营单位去做,成为经营单位中层管理者职责的一部分。同时,计划本身也只覆盖较短的时间,并只考虑那些可行的选择。由具体的计划变成指导性的计划,由长期计划变成短期计划,也就是说,环境的不确定性越大,计划就更应具有灵活性,计划的期限也应更短。

管理良好的组织很少在非常详细的、量化的计划上花费时间,而是开发面向未来的多种方案,南加利福尼亚州爱迪生公司是一家电力公用事业公司,向加利福尼亚的400万个居民提供服务。公司制定了12种未来的方案,这些方案基于经济繁荣、中东石油



危机、环境主义的传播,以及其他发展趋势。公司之所以采取了这种灵活的方式,是因为在 70 年代到 80 年代期间,那些费尽心机制定出来的长期计划,最终由于一些意外的事件发生而变得毫无意义。这些意外事件,如石油输出国组织冻结油价,切尔诺贝利核电站事故导致的对放射性污染的限制条例等,随时都可能发生。面对未来不可预知因素的增加,企业应制定多种方案,以应付环境的动态性和不确定性。

## **2. Myths about Planning**

There is no shortage of myths and misconceptions about planning. We want to identify some of these common myths and try to clarify the misunderstandings behind them:

(1) Planning that proves inaccurate is a waste of management's time. The end result of planning is only one of its purposes. The process itself can be valuable even if the results miss the target. Planning requires management to think through what it wants to do and how it is going to do. This clarification can be important in and of itself. Management that does a good job of planning will have direction and purpose, and planning is likely to minimize wasted effort. All this can occur even if the objectives being sought are missed.

(2) Planning can eliminate changes. Planning cannot eliminate changes. Changes will happen no matter what management does. Managers engage in planning in order to anticipate changes and to develop the most effective response to them.

(3) Planning reduces flexibility. Planning implies commitments, but this is a constraint only if management stops planning after doing it once. Planning is an ongoing activity. The fact that formal plans have been thoroughly discussed and clearly articulated can