

# MBA 专业英语

桂国平 程衍国 编著



# MBA

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研究生系列教材  
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MBA 系列教材  
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武汉大学研究生系列教材  
武汉大学 MBA 系列教材

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## 内 容 简 介

《工商管理硕士教学大纲》中规定:“英语是 MBA 研究生的公共学位课程之一。……英语教学分基础英语和商务英语(专业英语)。”该大纲对 MBA 研究生英语相当高的教学目标能否实现最终取决于《MBA 专业英语》教材和教学的质量。MBA 联考以来,许多高校出版了 MBA 系列教材(包括购买国外版权翻译出版或出版原版教材),但唯适合我国实际的《MBA 专业英语》鲜见。其原因是,MBA 领域广,专业性和操作性强,对国情有很高的要求,这对单纯从事英语教学或管理教学的教师来讲编著较困难。本书编者不仅都是英文硕士,而且在国外多年从事商务翻译,归国后转教管理相关专业或讲授 BEC(剑桥商务英语)多年,因而具有编写该书相对理想的知识结构。

本书材料权威,涉及管理面广,实用价值大。其 90% 以上材料选自美国权威 MBA 系列教材和 90 年代管理学原版著作。全书共 15 单元,前 14 单元覆盖 MBA 主要学位课程,最后一章的“高级英文商务写作”常为一些高校单独设课。本书的大多数内容不仅在当前国内少见,而且极富实用性,如商业银行、中外合资企业合同、财务报表理解与分析、国际商务谈判、项目管理、国际贸易等。因此,本书也适合所有高校经济、管理和英语类普通研究生、本科生作专业英语教材,还适合高校和高级管理部门专业人士参考之用。

## 编者的话

《工商管理硕士教学大纲》(以下简称为大纲)中规定:“英语是 MBA 研究生的公共学位课程之一。”同时强调:“我国 MBA 研究生培养目标是……适应我国工商企业和经济管理部门需要的高层次、务实型、综合型人才。”因此,英语在我国 MBA 这种特定的研究生的教育及其未来事业的发展中占有举足轻重的地位。大纲对 MBA 研究生英语教学目标最终只能由顺应国际经济一体化和我国国情的 MBA 英语教学来实现。当前,许多高校对《MBA 专业英语》这门课如何讲,特别是应该有什么样的《MBA 专业英语》教材尚处于探索阶段。

我们认为,实现大纲设计的 MBA 英语教学目标,说到底就是要强化 MBA 专业英语教学,具体地就是要为 MBA 这类特定的高级管理型人才开发出极富操作性的、有相当广度和深度的专业英语教材与课程。这与其说是对传统英语课程体系的挑战,不如说是对教师现有知识结构的挑战。尽管当前市面上不乏各种英语书,包括各种 MBA 英语,但基本上仅限于 MBA 入学英语辅导及引进国外版权的原版 MBA 教材,后者指望将它们作为中国的 MBA 专业英语教材来用。真正适合我国国情的、有较大应用性又有深度的 MBA 专业英语教材尚属鲜见。这可能出于以下一些原因:其一,历史造成的学科相互不渗透。长期以来,从事英语教学的人士不太涉足其他专业,特别是管理领域,而从事管理的专家也许在国外深造过,但他们一般不大愿意回过头来教专业英语;其二,编写《MBA 专业英语》教材可能吃力不讨好,因为隔行如隔山,一个英语学者可能对管理的某一领域感兴趣,但 MBA 涉及的领域毕竟太广,很难在如此广的领域内保证概念及观点的完美,这是《MBA 专业英语》与其他单一学科专业英语(如《国际贸易英语》或《国际金融英语》等)的根本区别。

在我们过去的 MBA 英语教学中, MBA 学生对有实际意义的专业英语的渴求给我们很大的震撼。编写这样一部教材固然难度大并可能吃力不讨好,但我们还是决定尝试一下,因为我们有三个较有利的条件:首先,我们面对的是急需《MBA 专业英语》的莘莘学子,即使我们的教材有许多不周之处,或许也是会理解的;其次,我们也有相对理想的教育背景和工作经历。我们都曾是英文硕士毕业,有的在国外从事过多年的商务活动,归国后已转教管理多年,出版过管理方面的著述,有的是 BEC(剑桥商务英语)骨干教师;最后也最重要的是院领导及国家有关的专家、领导的鼓励与支持。例如,我院几年前就专门为此从美国引进了一套由十多卷构成的“Portable MBA in ...”权威 MBA 教材。这些年,我们对其进行了潜心的研究,增长了不少知识、见识和信心。

在此,我们欲强调的是,不管我们在实际中是否作到了,我们在本书的策划、设计和编写过程中都总是力图突出材料新颖、信息量大、特别是实用性强这三大特点。本书的取材 90% 以上属于 90 年代美国的原版专业著作,特别是公认的美国权威 MBA 系列教材。全书共 15 单元,除最后一单元为高级英文商务写作外,其他 14 单元基本上属于大纲中规定的 MBA 学位课程领域,这是与一般专业英语教材的主要区别之一。在内容的取舍方面,我们一反传统的“扬长避短”的编著理念——即编著的内容完全取决于编者主观的看法和现有的

知识广度与深度,不管它的实际意义有多大。也许是在管理学院“泡”了多年的原因,我们认为,编书是在制造一种精神产品,其设计与生产必须取决于市场需求。为此,我们对不同层次、不同背景的 MBA 学生进行了调查并由此确立本书的定位:在经济全球一体化的今天,在我们这样一个信息爆炸的知识经济时代,一个受过 MBA 教育的现代中国企业家理应能看懂英文的财务报表或较复杂的国际经济合作文件,必须能理解英文的国际商务谈判等。一般说来,编英语书的人士会回避定量、工程、技术、财务和法律之类的专业性问题,我们不仅没有回避,反而选择了一些难度更大的内容。比如,在国际商务合同这一单元,我们选择的不是一般的销售或代理合同,而是一个生产型的中外合资企业合同,因为它包括企业董事会的成立、各方的出资、投资构成、利润的分配、技术的转让、产品的生产、营销、出口、还贷等一个大型现代企业运作的全过程。

本书的另一个重要特点是充分考虑同一领域不同层次的需要。为此,本书的每一单元分成 Text A 和 Text B 两部分,例如,在“投资”这一单元,Text A 讲的是实业投资,Text B 讲的则是证券投资;在“国际贸易”这一单元,Text A 讲的是国际贸易实务,如贸易的各种英文单据,Text B 讲的则是国际贸易中贸易保护主义的非关税壁垒的一些表现形式这样相对理论性的东西。这样有助于 MBA 学生毕业后能适应不同岗位的工作。

考虑到 MBA 学生的实际需要和大纲的要求,建议本书的教学重点放在阅读理解、英汉互译及写英文摘要这几方面的能力的培养上。由于本书信息量大,专业性较强,建议本书分两个学期讲授;也可以在第一学期上高级公共英语,第二学期据本校专业设置选择性地讲授本书的某些部分,如选择 Text A 或 Text B,余下的留给学生自学;如 MBA 英语按大纲要求开三个学期,建议第一学期上高级公共英语,第二、三学期上本教材,Text A 和 Text B 应全面讲授。

本书共 15 单元,分别由桂国平和程衍国编写,具体分工是,桂国平编写:国际贸易(第三章),商业银行(第四章),投资(第五章),项目管理(第六章),跨国公司的跨国活动(第七章),财务报表分析(第十二章),国际商务谈判(第十三章)和国际商务合同(第十四章);程衍国编写:生产力管理(第一章),组织行为学(第二章),市场学(第八章),人力资源管理(第九章),战略管理(第十章),管理信息系统(第十一章)和高级商务英语写作(第十五章)。桂国平对全书的总体构架、内容及体例进行了设计并对全书统稿。

本书在编写过程中一直得到武汉大学管理学院和武汉大学出版社主要领导的有力支持与鼓励,在此,我们深表感谢。同时,我们也很清楚,要编写一本满足大纲要求和 MBA 学生今天和明天需要的《MBA 专业英语》教材,是我们力所难及的。因此,本书不周之处肯定难免,还望专家和读者不吝赐教。

编 者

1998 年 9 月于武汉大学管理学院

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# CONTENTS

Unit 1	Management for Productivity .....	( 1 )
Unit 2	Organizational Behavior .....	( 12 )
Unit 3	International Trade .....	( 22 )
Unit 4	Commercial Banks .....	( 37 )
Unit 5	Investments .....	( 49 )
Unit 6	Project Management .....	( 60 )
Unit 7	MNE's Multinational Activities .....	( 72 )
Unit 8	Marketing .....	( 84 )
Unit 9	Human Resource Management .....	( 98 )
Unit 10	Strategic Management .....	( 112 )
Unit 11	Management Information Systems .....	( 126 )
Unit 12	Understanding and Analyzing Financial Statements .....	( 139 )
Unit 13	International Business Negotiations .....	( 156 )
Unit 14	International Business Contracts .....	( 171 )
Unit 15	Advanced Business Writing .....	( 189 )
	Key to Exercises .....	( 202 )
	Selected Bibliography .....	( 233 )



# Unit 1

## MANAGEMENT FOR PRODUCTIVITY

### Text A Operations Management in Organizations

To create finished goods or services by successfully combining labor, materials, and other resources inputs, any organization must satisfactorily perform three basic activities which are also referred to as components of operations management: 1) obtaining and storing raw materials; 2) scheduling the utilization of these materials; and 3) creating finished goods through the combined efforts of people and technology.

It is important to understand that the elements of operations management apply to both manufacturing and service organizations. It is just as important for banks, public agencies, hospitals, stores and schools to manage their service operations as it is for a manufacturing firm to manage its production function. Products constantly move through a manufacturing facility; clients continually flow through a service operation. Performance success in such case requires that all facets of the transformation process be well managed, as finished goods and services are the result of decisions that exercise good operations control. If the environment were always certain and the future always predictable, these decisions would be easy and routine. But this is not the case in today's world. Operations management and control is thus an essential and exciting managerial task. It places a premium on the manager's ability to plan well enough in the first place as that operations can be effectively controlled to ensure desired results in the final analysis.

The field of operations management is dedicated to helping managers create and improve upon operations. Ideally, this ensures that the needs of any organization or sub-unit and its customers are best satisfied. Typical operations management decisions are accepted as follows:

#### *Capacity decisions*

How much production capacity is needed?

How flexible should this capacity be?

#### *Facilities decisions*

Where should facilities be located?

How many are needed and of what sizes?

*Workflow and technology decisions*

What workflow layouts are best?

What technologies should be used?

*Materials and inventory decisions*

How often should materials be obtained?

How large should inventories be?

*Quality decisions*

What level of product quality is needed?

How do we achieve the desired quality?

The context for making good operations management decisions is set by overall organizational objectives and strategy which is a long-term plan that sets critical direction for the enterprise. Up until recently, the important and vital link between strategy and operations management was relatively neglected by managers in many industries. Finally, the competitive pressures of global markets and a volatile economy have reawakened managers to the significance of productivity improvement through better operations management. This quest is proceeding at a fast pace in both manufacturing and service enterprises. Its success depends on the foundations of operations management. The following is a case-study of part of operations management:

## Huffy Corporation Upgrades Its Operations

The totally mechanized factory isn't in yet at Huffy Corporation, the bike manufacturer. And it isn't likely to be for a long time to come. But Huffy has dramatically upgraded its operations at the 32-year-old Celina, Ohio, plant, and turned it into a model of how U. S. firms can meet the challenges of foreign competition.

In years past the firm faced the test with imported bikes taking an ever larger share of the market, and its newest plant with automated equipment wasn't living up to expectations. Huffy's senior management decided to close the new plant and make a major investment in upgrading the Celina facility. At the time, 2,200 workers at Celina were turning out 10,000 bikes per day. Now, 1,700 workers there make 15,000 bikes a day. The company claims it is the most productive bicycle factory in the world — requiring only 42 minutes to make a bike.

The new plant gives special attention to quality, production and inventory management. Every attention is given to creating defect-free products, and to making sure parts and assemblies flow smoothly and rapidly throughout the plant. Suppliers furnish materials and

parts just as they are needed, and must certify that they meet specifications. Those who can't are immediately dropped. They are also required to ship frequently. For example, Huffly receives steel daily from an Ohio company. It doesn't take longer than a week for the steel to be turned into a bike; five years ago it took three. A plant manager says, "Our goal is to have things come in the morning and go out that evening."

Plant employees get involved in making decisions affecting their work. Management expects workers to inspect the results of their own labor and correct any problems before passing the in-process product along to the next work station. A quality inspector randomly takes a completed bike completely apart. "Most of the time there are no defects," he says. "The company has trained the employees to do a better job and we are part of a team." Exactly, Huffly employees apply a team approach to many jobs, organizing groups of people and machines into work cells. In one such cell, several workers make the forks that hold bike wheels. They use machines to shape, grind, weld, and drill the forks to specifications. They share the tasks and inspect the finished products. Of course, they're responsible for correcting anything that goes wrong in the cell.

People and machines blend together at Huffly in optimum combinations. An electrostatic painting system puts the base coat on all bike frames. But experienced workers apply touch-up paint using hand-held spray guns. The painter robots just aren't smart enough to do that.

### New Words, Phrases & Expressions

raw materials	原材料
schedule <i>vt.</i>	将……列入时间表(程序表等)
utilize <i>vt.</i>	利用, 开发(能源等); 筹措(资金)等
operations management	运筹管理
facility <i>n.</i>	设备, 工具
client <i>n.</i>	顾客, 业主
performance <i>n.</i>	(个人或企业的)表现, (设备或仪器的)性能
facet <i>n.</i>	(问题或事情的)方面
routine <i>n.</i>	例行工作
place a premium on sth.	对……有很高的要求, 很注重
sub-unit <i>n.</i>	下一级单位
capacity decision	生产能力决策
facilities decision	关于设备或设施的决策
workflow <i>n.</i>	工作流量
inventory <i>n.</i>	存量资产, 存货, 盘存
context <i>n.</i>	背景, 上下文
organizational objective	组织目标
strategy <i>n.</i>	战略, 策略
volatile <i>a.</i>	易变的, 反复无常的

upgrade <i>vt.</i>	使……升级换代
automated equipment	自动化的设备
live up to expectations	不负重望
senior management	高级管理层
defect-free <i>a.</i>	无毛病的
assembly <i>n.</i>	生产线
furnish <i>vt.</i>	提供
certify <i>vt.</i>	证明
specifications <i>n.</i>	技术规范
in-process product	生产过程中的产品
randomly <i>adv.</i>	随机地
take sth. apart	将……拆散
work cell	工作间
drill forks to specifications	按技术规范给车叉钻眼
optimum combination	最优结合, 最优组合
electrostatic painting	静电上漆
base coat	底漆
touch-up paint	勾纹漆
hand-held spray gun	手握的喷漆枪
robot <i>n.</i>	机器人

The totally mechanized factory isn't in yet at Huffy Corporation.

哈非公司尚未完全实现机械化。

Our goal is to have things come in the morning and go out that evening.

我们的目标是材料早上购进, 产品当晚就出厂。

## Study & Practice

### I. Translate the underlined sentences in the following passage into Chinese:

Operations management is a branch of management theory specially concerned with the activities and decisions through which organizations transform resource inputs into product outputs. Broadly stated, the product inputs can be either goods or services. The resource inputs or factors of production, include the wide variety of materials, technologies, capital, information, and people needed to create finished goods or services. The transformation process, in turn, is the actual set of operations or activities through which various resources are utilized to create a finished product of value to a customer or client in the organization's external environment.

The notion of value-added is very important to operations management. If operations add value to the original cost of resource inputs, then: 1) a business organization can earn a profit

— that is, sell a product for more than the cost of making it (e. g. , fast food restaurant meals); or, 2) a nonprofit organization can add wealth to society — that is, provide a public service that is worth more than its cost (e. g. , fire protection in a community). To achieve such ends, the operations of all organizations — manufacturing and service — must be well managed. Ideally, this will ensure that all resources — human and material — are combined in the right way and at the right time in order to create a product at minimum cost and of high quality.

**Reference to Specialized Terms & Expressions:**

broadly stated	广义地讲
factors of production	生产要素
organization's external environment	组织的外部环境
value-added a.	增值的
community n.	社区
to achieve such ends	为了实现这些目的
at minimum cost	以最低的成本

**II. Translate the following sentences into English:**

1. 没有运筹管理, 一个企业不可能有意识地实现其各种管理目标。
2. 对一个制造型或服务型企业来讲, 运筹管理就是在组织内进行资源的最优配置。
3. 在运筹被忽视的企业, 人们为此付出了沉重的代价。
4. 投入的资源或要素包括各种材料、技术、资本、信息和所需的人力去生产设计的产品与服务。
5. 为了展示他们产品的质量, 生产商允许顾客随机地将一台机器拆散。
6. 产品的升级有两个途径: 一是依靠自己的能力进行研究与开发; 一是从国外引进。
7. 这种产品的技术规范是客户提出的, 假如贵公司不能按这种规范生产, 恐怕你们将得不到订单。
8. 为了减少存量资产的成本, 我们得让材料上午进来, 产品当晚出厂。

**III. Write an abstract about 100 words based on reading the following passage:**

There was a day that Tenant Company was threatened with a survive or fail situation. Word arrived at company headquarters that the motorized floor sweepers it was shipping to Japan had potentially disastrous defects. They were leaking oil, something that the Japanese customers wouldn't tolerate. And to make things worse, Toyota announced that it was coming out with a competing product.

Well, that was almost ten years ago, today Tenant Company has sales of more than \$ 160 million compared with \$ 98 million at the time. It owns 60 percent of the North American market for floor maintenance equipment, has 40 percent of the world market, and has forestalled Toyota's expansion in the United States. What began as a potential disaster, was

turned into an opportunity to undertake a quality improvement program that is a text-book case today.

Tenant's President, Roger Hale, started the process by turning to consultant Philip Crosby. He pointed out that the product had to be made right the first time, and recommended that the firm eliminate the rework area where 18 of its best mechanics were assigned to fix any defective sweepers that rolled off the assembly line. This meant that assembly workers had to make fewer errors, and had to catch any they did make. Managers and workers met in small groups to brainstorm ideas of how to improve quality. They ended up changing the shape of the assembly line, rerouting deliveries of parts, and revising some production procedures. They were taught statistical quality control techniques to help monitor defects and establish goals for reducing their frequency.

One group discovered that the oil leaks were caused by failure to use the latest hydraulic technology, poor training of some assembly workers, and use of fittings from different suppliers that failed to meet common specifications. All this has been corrected. President Hale says proudly, "The leadership on the quality program has come from the factory floor." Every 18 months now, just to keep quality in sharp focus, the company sponsors a Zero Defect Day complete with a magic show and live entertainment. At the end of the day everyone agrees once again to make a personal commitment to do his or her work right the first time.

#### Reference to Specialized Terms & Expressions

brainstorm ideas	头脑风暴法, 任意畅想法得出的主意
rerouting deliveries of parts	重新设计零件运送的线路
revise <i>vt.</i>	修订, 修正
monitor <i>vt.</i>	监测
frequency <i>n.</i>	频率
hydraulic <i>a.</i>	液压的
fittings <i>n.</i>	小的零配件
sponsor <i>n. &amp; vt.</i>	发起人, 赞助人; 发起, 主办

## Text B Case Application

### —Multi-Chem's MRPII System

The U. S. chemical industry is highly competitive and tightly controlled. Multi-Chem, a multinational chemical and pharmaceutical manufacturing firm with three U. S. divisions, tries to maintain a competitive edge by maximizing its efficiency in the manufacturing process. One strategy is to have all of its divisions adopt an integrated manufacturing resource planning system — MRPII.

The steps involved in turning raw materials into finished chemical products are relatively

simple. However, almost anyone in marketing, production, finance, product development, or management can affect the production schedule. A single change in schedule for one product at one plant may cause a "ripple effect" on products, intermediates, and raw materials at another plant. Stresses placed on processes by conflicting business and production demands can result in costly inefficiencies — excess inventory on the one hand and failure to meet customer demands on the other hand. Production schedules and plans must be continually adjusted to meet the changing business environment.

Like other manufacturers, Multi-Chem tries to minimize these inefficiencies by using a production plan and master schedule to tie all of the manufacturing activities together. The production plan establishes monthly rates of production and is developed to meet the sales plan. The master schedule converts the monthly production rates into a weekly schedule and plans the necessary material and capacity based on anticipated customer demand. A final production schedule, reflecting the availability of material and plant capacity, responds to actual customer orders. The daily production schedule tracks production and shipments on a daily basis to ensure that both production and business plans are met.

Multi-Chem's MRPII system helps to meet these planning needs by providing a scheduling system to show what is required by a particular process and when. The system plans all levels of a product from raw materials through finished goods and tracks information to ensure that tasks can be completed quickly and profitably. The MRPII system shows today's balance for every product, intermediate, and raw material it tracks. It can project what the balance will be on any future date, given expected sales, shipments, production, and purchases. It can recommend changes in shipping or manufacturing schedules based on its calculation of shortfalls and excess.

The system is used at many locations by employees whose positions range from inventory clerks to production planners to divisional managers. Some of these users need exact, detailed answers at once. Others expected to see an overall picture once a quarter. The following examples are illustrative:

Multi-Chem's agricultural chemical products are manufactured at plants in Illinois and Alabama, and about 15 by outside processors under contract. A vendor has shipped defective bottles to an outside processor that produces Ag Chem No. 1. The inventory control clerk in the Contract Manufacturing Department knows that Ag Chem No. 1 is also produced at the Alabama plant. He wants to find out if some bottles can be transferred to the outside processor (in Memphis) with too much impact on the Alabama plant's schedule.

The director of production is preparing for the quarterly planning meeting with his counterpart in world headquarters. He needs to know the net inventories of Ag Chem No. 5, together with export and marketing plans for the next five quarters.

Marketing has changed plans for Ag Chem No. 7 (made at the Alabama plant), causing an increased demand for Ag Chem No. 11 (made at the Illinois plant). This change, in turn, may affect the schedule for HCN (an intermediate product made at the Illinois plant). The

Illinois plant needs to know how to adjust HCN production. It may also need to rework the schedules for raw materials and labor.

The MRPII system runs on the central mainframe computer at Multi-Chem's U. S. corporate headquarters. A network of terminals with telecommunications links to the central computer ties in divisional headquarters, plant sites, and departments. Inquiries such as that of the inventory clerk for the number of bottles on hand can be serviced directly on-line through these terminals. However, the requests for information in the other two examples require much more complex totaling, analysis, and manipulation of data. Computer jobs to provide the answers must be submitted together and run later or overnight.

Since the MRPII system was installed, Multi-Chem has reported inventory reductions of up to \$ 2 million, with annual savings of \$ 240,000 in inventory carrying costs and a 98 percent inventory accuracy.

### New Words, Phrases & Expressions

MRPII	一体化的制造(生产)资源规划系统
ripple effect	涟漪效应
intermediates <i>n.</i>	中间产品
inefficiencies <i>n.</i>	低效
master schedule	主进度表, 主日程表
anticipated customer demand	预期的消费者需求
order <i>n.</i>	定单
track <i>vt.</i>	跟踪
shortfall <i>n.</i>	差额, 缺口
excess <i>n.</i>	过剩, 超过
inventory clerk	库存保管员
processor <i>n.</i>	加工商; 处理机
quarterly planning meeting	季度的规划会议
mainframe computer	中央处理机
network terminal	网络终端
total <i>vt.</i>	汇总
manipulation <i>n.</i>	(对数字、账目的)篡改; 修改

It can project what the balance will be on any future date, given expected sales, shipments, production and purchases.

如果给予预期的销售量、交货量、生产及采购, 它能清楚地表明将来任何一天的平衡状况。



## Study & Practice

### I. Translate the following sentences into Chinese:

1. In fact, MRPII is but one of the successful examples in operations management in manufacturing firms.
2. To me, the most evident advantage about the MRPII is that it helps the manufacturing firms minimize the inventories.
3. To any firm, manufacturing or service, reduction of inventories means the cut in the costs.
4. Since the market demands are not static (静态的), the data in the MRPII should be dynamic (动态的).
5. With computers widely used, today, it seems easier for a manufacturing firm to set up an MRPII system.
6. The greatest difficulty in establishing MRPII is to conduct an unbiased (客观的) market survey so as to obtain an anticipated customer demand for a given product in a given region.
7. The advertisements campaign resulted in an increased demand for product of this model, such change, in turn, affected the schedule for introduction of the product of the second generation.
8. The MRPII system runs on the central mainframe computer at Multi-Chem's US corporate headquarters in New York.

### II. Translate the following sentences into English:

1. MRPII 是一家美国化工厂开发出来的一体化制造性资源规划系统。
2. 作为运筹管理的运用, MRPII 对市场调研及计算机的运用有很高的要求。
3. 因为 MRPII 是动态的, 所以该企业有能力对市场的变化作出快速反应。
4. 一般说来, 企业的库存太多, 企业将没有什么资金用来偿还(service)债务。
5. MRPII 系统的本质就是通过库存的最小化来降低成本, 提高效益。
6. 尽管这个项目的 workload 增加了很多, 但客户坚持交货(delivery) 的总进度表不能变。
7. 大多数发展中国家的制造企业不能对市场变化作出快速反应, 因为他们还不大有运筹管理的概念。
8. 大型生产性企业现代管理的一个标志是, 他们拥有连接研究与开发、生产及营销的中央处理机和网络终端。

### III. True/False statements based on reading the following passage:

Capacity planning is the process of deciding how much production or service "capacity" is needed to meet the forecast demand for an organization's goods and/or services. Airlines, for