

龚 嵘 / 主 编

Business English

外企商务文案与实务宝典

Reading & Writing

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华东理工大学出版社
EAST CHINA UNIVERSITY OF SCIENCE AND TECHNOLOGY PRESS

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前 言

本书既是一本外资企业实务英语操作手册,也是一套系统的商务英语读写教程。以下为本书的内容及特点:

内容:两大模块

行政管理 (Office Administration); 人事管理 (Human Resource)。

特点

- 教学理论方面:本教程在教学方法上重“写作过程”,避免了传统教学中生搬硬套、内容空乏以及脱离实际等诸多弊病。本教程每单元提供预写热身活动,通过一定量的精选阅读,让学生熟悉相关的商务知识,以构建写作背景。
- 结构方面:本书注重读写两项技能相辅相成。不仅有中英文对照的范文可以作为从业人员的工作参考用书,同时也适用于课堂教学。读者可以从中获得全面的商务知识,也可在工作实践中灵活应用。
- 练习设置方面:本书的阅读练习偏重实务,在介绍商务知识的同时设置实例分析,使读者了解商业领域的具体操作。写作练习则强调适用性、仿真性。
- 内容方面:本书阅读以及写作材料多出自近两年,新颖实用;写作范文更是取自外资企业日常运作的实例,生动有趣,与市面流行的商业英语写作内容重复、覆盖面狭窄的风格大相径庭。

对于有志加入或已加入外企的人员来讲,本书亦不失为一本系统实用的参考手册,使他们在工作中游刃有余。

本书在编写过程中,还得到了张才宁、秦颖、郭敬伟、赵蔚、董惠敏、李明、韩子静、宋琦、许帆、朱敏颖、施捷、张枫、吕琛等的帮助,在此向他们表示衷心感谢。

编者

2007年6月

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Part One
Office Administration
办公室行政管理



Unit 1

Corporation Organization Office Registration Documents

Reading Activities

公司组织结构

Pre-reading Questions:

- ◆ What is a corporation charter?
- ◆ What is the relationship between a corporation and its shareholders?
- ◆ What are the functions of the board of directors?

The Organization of a Corporation^①

公司所有制形式

There are three common forms of business ownership in the West: proprietorship, partnerships and corporations. The oldest one is sole proprietorship, a small business owned and controlled by an individual, such as a repair shop and a beauty salon. A partnership is an association of two or more people to conduct business, which is formed under a written agreement — partnership deed (契据) and ended upon the death or withdrawal of a partner. A typical example is law firms. A corporate form of organization is a large company owned by a group of shareholders whose shares of ownership are represented by stock certificates. Suppose you decide to start a business and you believe the corporation is the best form of ownership for your enterprise — how should you set up this corporation?

— Incorporating the business (股份有限公司的注册)

First, you may hire an attorney to incorporate the business for you, making sure that all necessary requirements are met adequately.

Your second step is to select a state in which to incorporate. This is an extremely important decision because regulations, incorporation costs and ownership rights vary

widely among the 51 states in America.

Most states designate a certain official or state agency, usually the secretary of state(州务卿), to administer corporations. Blank articles of incorporation^② can be obtained from this official or agency. A certain number of adults, usually one or three, acting as incorporating officials sign and acknowledge the articles of incorporation. Copies should be filed(提交备案) with the appropriate state agency. Once the articles have been accepted for filing and the appropriate fees have been paid, the articles are returned to the incorporators(注册人) as the corporate charter^②. The issuance of the certificate of incorporation^② is conclusive evidence of the formation of the corporation.

—Shareholders(股东)

The owners of the corporation are the shareholders. These are the individuals who have invested in the corporation. They have limited liabilities^③ in the sense that their financial exposure is generally limited to the amount of their investment. One method by which the stockholders reap a return on their investment is by the payment to them of dividends(红利) on the corporate stock by the corporation. A corporation is a legal entity(实体), a body quite separate from its individual shareholders, and it goes on existing even if its shareholders leave, because before they leave they have to sell their shares to other people, who will become new shareholders.

—Board of directors(董事会)

The ultimate control of the corporation rests with the stockholders, who usually receive one vote for each share they own and elect a board of directors, which becomes the governing authority for the corporation. The board elects its own officers — usually a chairperson(董事长), a vice-chairperson and a secretary. In some corporations, particularly the smaller ones, the board of directors plays an active role in the management of the organization, but in most corporations it acts more as a review panel(复审组) for management decisions.

The board must authorize major transactions involving the corporation and must set overall corporate policy. It is concerned with changes in areas such as the firm's stock, financing arrangements, dividends and major shifts in corporate holding(股份). But its most important role is that of hiring the Chief Executive Officer(CEO), who can have any one of a variety of titles of which general manager is the most common. This person then hires other top executives. The election of other managers is left to those executives. Most companies will have managers in charge of manufacturing, sales, human resource, accounting and finance, and other key areas. If some of these managers are also elected to the board then they will use the title of director.



The structure of proprietorship, partnerships and corporations is similar in that all three types of business have owners, managers and employees. In the case of proprietorship and partnerships, policy decisions are usually made by owners — the proprietor and the partners. In a company, however, the managers who must set policy — the board of directors — may or may not be owners (shareholders).

— Management (管理层)

As a corporation increases in size a division widens between owners and managers. The shareholders do not directly manage the operations of most medium-size and large corporations. These duties are delegated to the Officers of the firm and their subordinators. There are various levels of management in a company: Top management (高级管理层), including the Chief Executive officer, is responsible for the actual operation of the corporation, subject to board approval. It makes most of the major corporate decisions and delegates other tasks to middle management, which in turn delegates to supervisory management (基层管理层). Good management always depends on an effective hierarchical structure of the company.

— Establishing business abroad (公司海外业务形式)

Wholly Owned Subsidiary (独资子公司)

The dynamic nature of business has led an increasing number of firms to consider every corner of the world as a feasible source of raw materials and labor or as new market possibilities. Some corporations have subsidiary companies abroad. By establishing its own foreign arm, a corporation retains total control over marketing, pricing and production decisions and maintains greater security over its technology assets. In return, it is entitled to 100 percent of the profits generated by the enterprise.

Representative Office (办事处)

The rep office is the quickest and easiest route into China for foreign companies. The major function of a rep office is liaison work (联络服务), consulting, market research and general information gathering. It is prohibited from engaging in any direct profit-seeking activities. Although the major cities, such as Beijing, Shanghai and Guangzhou, are still the most popular locations when it comes to setting up a rep office, some foreign companies are beginning to find that it makes more commercial sense to set up rep offices close to potential partners, possible manufacturing facilities and local markets. As a result, an increasing number of rep offices are being set up in the provincial centers.

Besides wholly owned subsidiary and representative office, there are alternatives that are often considered for the establishment of international business, which are:

exporting, licensing^④, franchising^⑤, management contract^⑥, contract manufacturing^⑦, direct investment^⑧, joint venture and portfolio investment^⑨.

Notes:

- ① corporation(股份有限公司): What is called "corporation" in America amounts to "limited company" in Britain. For instance, (US) PRT Group Inc. (Incorporated); (Br.) Dawson Co., Ltd. (Limited).
- ② articles of incorporation(公司章程格式), corporation charter(股份有限公司开业执照) and incorporation certificates(公司营业许可证) are of the same type of documents, including similar information such as corporate name and purpose, corporate duration, authorized capital stock, registered office and agents, board of director(董事会) information, etc.
- ③ limited liability(有限责任制): A shareholder is responsible for repaying the company debts only to the face value of the shares he/she owns.
- ④ licensing(发许可证): Through licensing, a firm(licensor/ 许可证发放者) grants a foreign entity (licensee/ 许可证领取者) some type of intangible rights, which could be the rights to a process (工艺), a patent(专利), a program (程序), a trade mark(商标), a copyright(版权), or expertise(专门技术).
- ⑤ franchising(给予特许权): Franchising is similar to licensing, except that in addition to granting the franchisee(联营店) permission to use a name, process, and trade mark, the firm assists the franchisee with the operations of the franchisee or supplies raw materials.
- ⑥ management contract(管理承包合同): In a management contract a firm basically rents its expertise or know-how to a government or company in the form of personnel management support (以人员输出与管理业务的形式).
- ⑦ contract manufacturing(承包制造): An MNC(Multinational Corporation) contracts with a local firm to provide manufacturing services and enters the foreign arena, expanding its supply or production expertise at minimum cost.
- ⑧ direct investment(直接投资): By investing directly within foreign shares, an MNC makes a real commitment of its capital, personnel and assets beyond domestic borders, and therefore increases both its profit potential and the risks. Direct investment runs a continuum from joint ventures(合资企业) where risks and returns are shared to wholly owned subsidiaries where MNCs have the opportunities to gather the rewards but must also shoulder the lion's share of risks.
- ⑨ portfolio investment(证券投资): Not requiring the physical presence of a firm's personnel, or products on foreign shares, portfolio investment can be made in the form of marketable securities (上市证券) in foreign markets, such as notes(票据), bonds(债券), commercial paper(商业票据), certificates of deposits(存款凭单), and noncontrolling shares of stock(非控股). They can also be investments in foreign bank accounts(银行账户) or as foreign loans(涉外贷款).

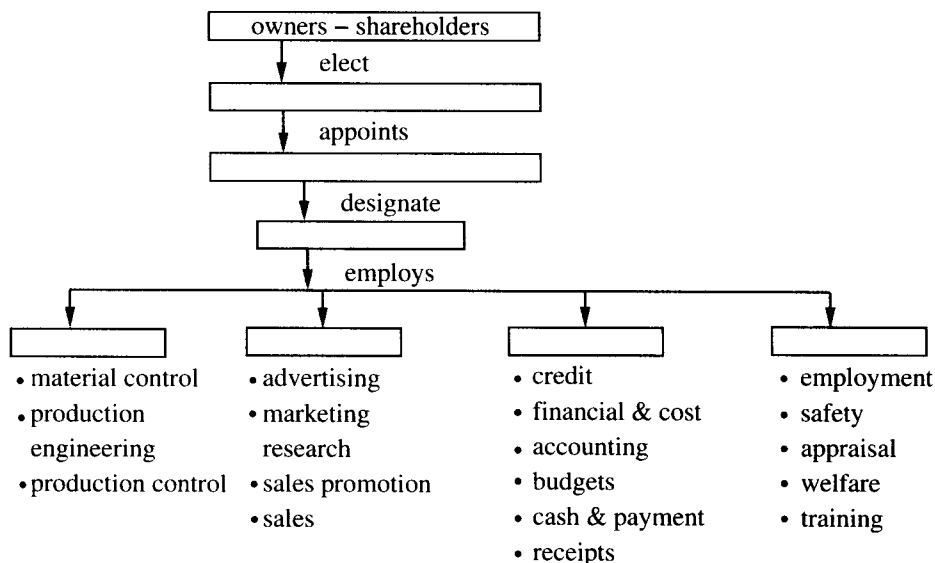
I. Post-reading Tasks

1. The following organizational chart(组织结构图) of an ordinary company indicates how the company is organized and how these departments relate to one another. It



also tells us about the company's chain of command and the task and position of each level. Please complete this chart by filling in the blanks with the appropriate items given below.

- (a) President/General Manager/Chief Executive Officer
- (b) Production Dept. Manager
- (c) Marketing Dept. Manager
- (d) Chairperson of the Board and other board officers
- (e) Accounting & Finance Dept. Manager
- (f) Board of Directors
- (g) Human Resource Dept. Manager



II. Case Study

When Henry Simon set up his transportation company in Delaware in 1988, he named it Mary, after his mother. And he never forgot what she told him: "Treat people fairly, and always keep your promises." Simon's sharp business sense, careful advertising and good customer services brought about flourishing business. Now "Mary" is a diversified transportation company with 300 vehicles and revenues in excess of \$ 8 million annually. Although Simon employs 79 people, they do not have any part in the ownership of the company. As the only owner of the company, Simon receives all its profits, and will bear all its losses if the company does badly.