

职业英语实务系列

MANAGEMENT AND MARKETING IAN MACKENZIE

管理与市场营销

—— 附有1000条常用术语的迷你词库

[英] 伊恩·麦肯齐 著 王生辉 王 蕾 译注

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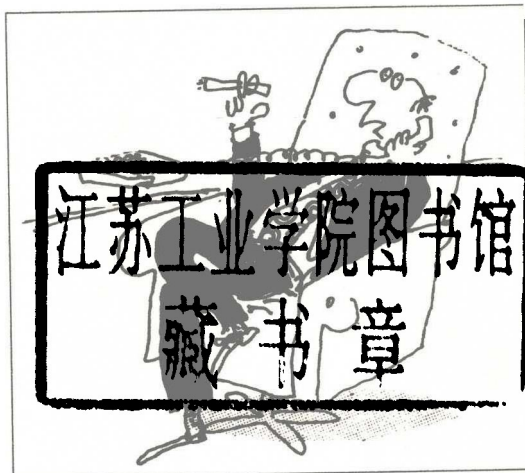
MANAGEMENT and MARKETING

with Mini-Dictionary

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[英] 伊恩·麦肯齐 著 王生辉 王 蕾



"Hello. Oh, sorry, I must have dialled my
salary by mistake."



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Using this Book

WHO IS THIS BOOK FOR?

This book is for anyone working in management or marketing, or currently studying these subjects. The units take you step by step through the fields of managing companies, managing people, managing production and operations, and marketing goods and services. They give you the essential language and terminology you need.

IF YOU ARE ALREADY WORKING IN MANAGEMENT OR MARKETING

You will find it helpful to go through the contents list, underline the most useful units for your situation, and work on these first. If your job is highly specialised, you may want to work in depth on the section that is most relevant to your professional needs. On the other hand, if your job carries more general responsibilities, you may prefer to work carefully through each section.

IF YOU ARE STUDYING FOR A CAREER IN MANAGEMENT OR MARKETING

If you have little or no professional experience, it is best to work through the sections systematically. Much of the language is recycled and there are Review Units at the end of each section to revise the most important new vocabulary. It is probably best to begin with Section 1 on Management, after which you can choose between the sections on Production and Marketing, depending on your interests.

IF YOU ARE USING THIS BOOK ON YOUR OWN

Try to set aside half an hour twice a week for study. This is much better than doing nothing for weeks and then trying to study for a whole evening. One unit is usually sufficient for one study session. You will find the answers to all the exercises in the answer key at the back of the book. When you complete a unit, always read through it again a day or two later. This is the best way to make sure you do not forget the language.

IF YOU ARE USING THIS BOOK WITH A TEACHER IN CLASS

Make sure you explain to your teacher exactly what your job involves, so that you can decide together which parts of the book to study first and in what order. If possible, work with a partner on the exercises. Where the units contain longer texts, it may be better to do these at home and bring your notes to the next class to discuss with your teacher.

HIGHLIGHTED LANGUAGE

In a number of units, you are asked to translate certain expressions into your own language. These expressions are highlighted in colour like this. It is important to learn not just single words, but also collocations and fixed expressions. So, pay close attention to the highlighted language.

THE MINI-DICTIONARY

If you have problems doing any of the exercises, the mini-dictionary at the back of the book will help you. Good luck with your studies!

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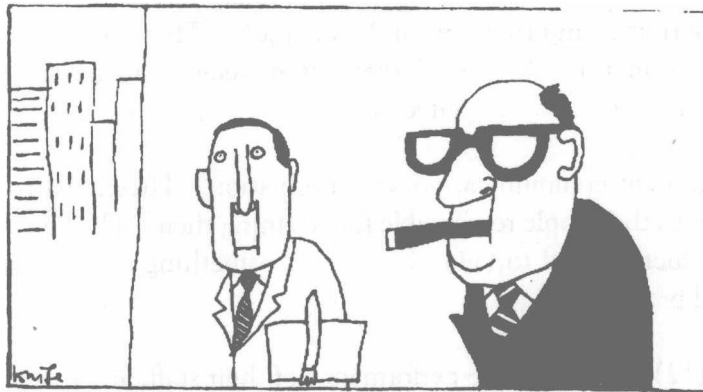
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Management

“Managing is the art of getting things done through and with people in formally organized groups. It is the art of creating an environment in which people can perform as individuals and yet co-operate towards the attainment of group goals.”

HAROLD KOONTZ



**“It’s dog eat dog in this business, Henderson.
And you’re at the bottom of the food chain.”**

What is Management?

Complete the text using these verbs:

analyse	communicate	contribute	divide	form
improve	measure	commercialise	perform	risk
select	train	understand	use	work out

You want me to explain what management is? Well, I guess I can manage that! Actually, management as we (1) it today is a fairly recent idea. Most economists in the eighteenth and nineteenth centuries, for example, wrote about factors of production such as land, labour and capital, and about supply and demand, as if these were impersonal and objective economic forces which left no room for human action. An exception was Jean-Baptiste Say, who invented the term “entrepreneur”, the person who sees opportunities to (2) resources in more productive ways.

Entrepreneurs are people who are alert to so-far undiscovered profit opportunities. They perceive opportunities to (3) new technologies and products that will serve the market better than it is currently being served by their competitors. They are happy to (4) their own or other people’s capital. They are frequently unconventional, innovative people. But entrepreneurship isn’t the same as management, and most managers aren’t entrepreneurs.

So, what’s management? Well, it’s essentially a matter of organizing people. Managers, especially senior managers, have to set objectives for their organization, and then (5) how to achieve them. This is true of the managers of business enterprises, government departments, educational institutions, and sports teams, although for government services, universities and so on we usually talk about administrators and administration rather than managers and management. Managers (6) the activities of the organization and the relations among them. They (7) the work into distinct activities and then into individual jobs. They (8) people to manage these activities and perform the jobs. And they often need to make the people responsible for performing individual jobs (9) effective teams.

Managers have to be good at communication and motivation. They need to (10) the organization’s objectives to the people responsible for attaining them. They have to motivate their staff to work well, to be productive, and to (11) something to the organization. They make decisions about pay and promotion.

Managers also have to (12) the performance of their staff, and to ensure that the objectives and performance targets set for the whole organization and for individual employees are reached. Furthermore, they have to (13) and develop their staff, so that their performance continues to (14)

Some managers obviously (15) these tasks better than others. Most achievements and failures in business are the achievements or failures of individual managers.

When you have checked your answers, translate the highlighted expressions into your own language.

Management Skills

EXERCISE 1

Divide the following styles of behaviour into pairs of opposites:

- a. being group oriented
- b. being cautious and careful
- c. being decisive and able to take rapid individual decisions
- d. being individualistic
- e. being assertive, authoritative, ruthless and competitive
- f. being happy to take risks
- g. being good at listening and sensitive to other people's feelings
- h. being intuitive
- i. being logical, rational and analytic
- j. liking consensus and conciliation

Which five of the above styles do you think are generally preferable for managers?

Now look at the following list of qualities. Which are the most important for a manager?

- k. being competent and efficient in one's job
- l. being friendly and sociable
- m. being a hard worker
- n. being persuasive
- o. having good ideas
- p. being good at communicating
- q. being good at motivating people
- r. being good at taking the initiative and leading other people

Make a list of the five most important qualities from a. to r.

Which of these qualities do you think you have? Which do you lack? Which could you still learn?

Which do you have to be born with?

Do any of these qualities seem to you to be essentially masculine or feminine?

EXERCISE 2

What are the nouns related to the following adjectives?

- | | | | |
|--------------------|-------|---------------|-------|
| 1. analytic | | 7. intuitive | |
| 2. assertive | | 8. logical | |
| 3. cautious | | 9. persuasive | |
| 4. competent | | 10. rational | |
| 5. efficient | | 11. ruthless | |
| 6. individualistic | | 12. sensitive | |

Top Management

EXERCISE 1

Complete the text using the correct form of these verbs:

achieve	allocate	balance	deal with	develop
employ	establish	follow	require	set

The top managers of a company (1) objectives and then develop particular strategies that will enable the company to (2) them. This will involve (3) the company's human, capital and physical resources. Strategies can often be sub-divided into tactics – the precise methods in which the resources attached to a strategy are (4)

The founders of a business usually establish a “mission statement” – a declaration about what the business is and what it will be in the future. The business's central values and objectives will (5) from this. But because the business environment is always changing, companies will occasionally have to modify or change their objectives. It is part of top management's role to (6) today's objectives and needs against those of the future, and to take responsibility for innovation, without which any organization can only expect a limited life. Top managers are also expected to set standards, and to (7) human resources, especially future top managers.

They also have to manage a business's social responsibilities and its impact on the environment. They have to (8) and maintain good relations with customers, major suppliers, bankers, government agencies, and so on. The top management, of course, is also on permanent stand-by to (9) major crises.

Between them, these tasks (10) many different skills which are almost never found in one person, so top management is work for a team. A team, of course, is not the same as a committee: it needs a clear leader, in this case the chairman or managing director.

EXERCISE 2

Complete the following collocations:

1. to set
2. to allocate
3. to responsibility
4. to standards
5. to and good relations
6. to a crisis

Now translate the highlighted expressions in the text into your own language.

The Board of Directors

Complete the text using these verbs:

appointed
constituted

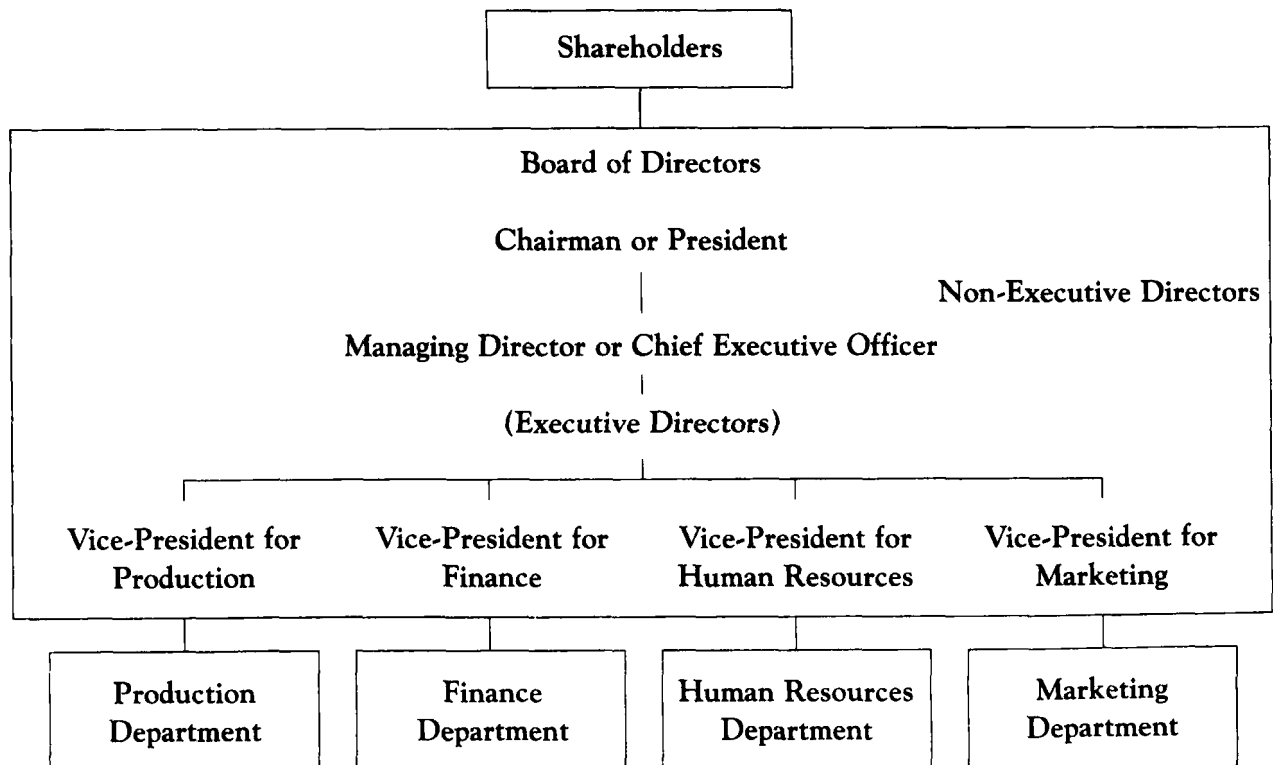
attacked
reviewed

combined
supervised

defined
supported

Large British companies generally have a chairman of the board of directors who **oversees** operations, and a managing director (MD) who is responsible for **the day-to-day running** of the company. In smaller companies, the roles of chairman and managing director are usually (1) Americans tend to use the term president rather than chairman, and chief executive officer (CEO) instead of managing director. The CEO or MD is (2) by various executive officers or vice-presidents, each with clearly (3) authority and responsibility (production, marketing, finance, personnel, and so on).

Top managers are (4) (and sometimes dismissed) by a company's board of directors. They are (5) and advised and have their decisions and performance (6) by the board. The directors of private companies were traditionally major shareholders, but **this does not apply** to large public companies with wide share ownership. Such companies should have boards (7) of experienced people of integrity and with a record of performance in a related business and a willingness to work to make the company successful. **In reality**, however, companies often **appoint people with connections** that will impress the financial and political milieu. Yet a board that does not demand high performance and remove inadequate executives will probably eventually find itself (8) and displaced by raiders.



Now translate the **highlighted expressions** in the text into your own language.

Company Structure

Sentences 1 to 9 make up a short text about different ways in which companies can be structured. Complete each sentence, by taking a middle part from the second box and an end from the third box. If you need help, consult the answer key on page 133.

1. Most organizations have a hierarchical or pyramidal structure,
2. A clear line or chain of command runs down the hierarchy,
3. Some people in an organization have an assistant who helps them;
4. Yet the activities of most large organizations are too elaborate
5. Large companies manufacturing a wide range of products, e.g. General Motors,
6. Businesses that cannot be divided into autonomous divisions with their own markets
7. An inevitable problem with hierarchies is that people at lower levels
8. One solution to this problem is matrix management, in which people report to more than one superior:
9. Another, more recent, idea is to have a network of flexible groups or teams,

- a. are normally decentralized into separate operating divisions,
- b. are unable to make important decisions, but are obliged to pass on responsibility to their boss,
- c. can simulate decentralization, setting up divisions that use
- d. instead of the traditional departments, which are often at war with each other;
- e. so that all employees know who their superior or boss is, to whom they report,
- f. e.g. a brand manager with an idea can deal directly with
- g. this is an example of a staff position: its holder has no line authority,
- h. to be organized in a single hierarchy, and require functional organization,
- i. with a single person or a group of people at the top,

- j. and an increasing number of people below them at each successive level.
- k. and is not integrated into the chain of command.
- l. and who their immediate subordinates are, to whom they can give instructions.
- m. each with its own engineering, production and sales departments.
- n. internally determined transfer prices when dealing with each other.
- o. the appropriate managers in the finance, manufacturing and sales departments.
- p. they are formed to carry out a project, after which they are dissolved and their members reassigned.
- q. unless responsibilities have been explicitly delegated.
- r. usually with production or operations, finance, marketing and personnel departments.

Sentence 1:

Sentence 4:

Sentence 7:

Sentence 2:

Sentence 5:

Sentence 8:

Sentence 3:

Sentence 6:

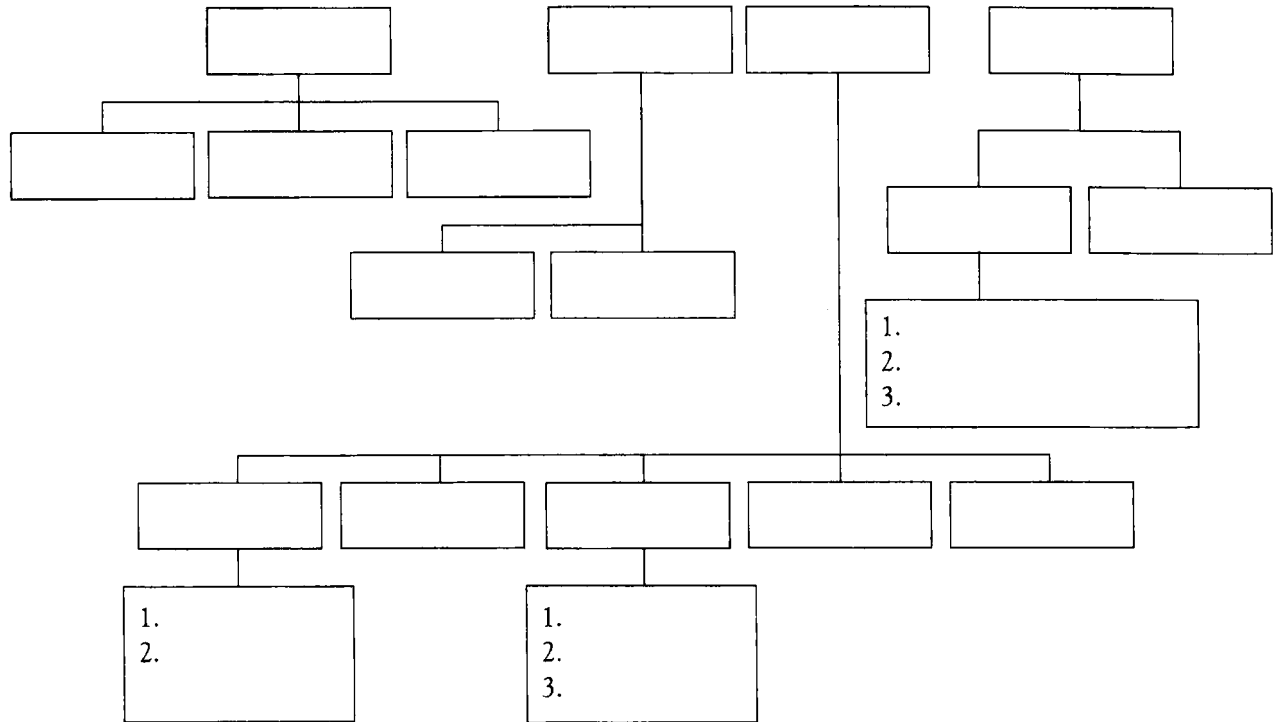
Sentence 9:

Now translate the highlighted expressions in the text into your own language.

An Organization Chart

EXERCISE 1

Read the whole text and then complete the organization chart:



I think we have a fairly typical organization for a manufacturing firm. We're divided into Finance, Production, Marketing and Human Resources departments.

The Human Resources department is the simplest. It consists of two sections. One is responsible for recruitment and personnel matters, the other is in charge of training.

The Marketing department is made up of three sections: Sales, Sales Promotion, and Advertising, whose heads are all accountable to the marketing manager.

The Production department consists of five sections. The first of these is Production Control, which is in charge of both Scheduling and Materials Control. Then there's Purchasing, Manufacturing, Quality Control, and Engineering Support. Manufacturing contains three sections: Tooling, Assembly, and Fabrication.

Finance is composed of two sections: Financial Management, which is responsible for capital requirements, fund control, and credit, and Accounting.

EXERCISE 2

What are the other four verbs in the text that mean the same as *to consist of*?

1.
2.
3.
4.

Meetings

Complete the dialogue using the words in the box:

agenda	apologies	approves	arising
attend	call	consensus	informally
items	minutes	proxy	quorum

So how do staff meetings work in this department, then?

Well, we have them monthly, and everybody is supposed to (1) If we want to discuss something we tell the secretary beforehand, and she puts it on the (2) We all receive this about a week before the meeting, along with the (3) of the last meeting.

We begin the meeting by signing a list of the people present, and the Chair reads out a list of (4) received from people who can't come.

The Chair?

Yes. Since our head of department is a woman, instead of saying "Chairman," or "Madame Chairman," we just say "Chair." Some people say "Chairperson" but "Chair" is shorter.

The first two items are usually to ask the meeting whether everyone (5) of the agenda, and of the minutes of the previous meeting. If necessary we then discuss matters (6) from the minutes.

We then go through the (7) on the agenda. The last one is always A.O.B., or Any Other Business, so we can add things that haven't been included on the agenda. For important decisions, if we can't reach a (8) we have a vote. If there's a tie, if the votes are even, the Chair has a casting vote.

And if you can't be there, can you ask someone else to vote for you?

Oh, no. We don't have (9) votes. You have to be there. Especially as we need 50% of the staff to have a (10), without which nothing can be voted on and no decisions can be taken.

And you only have them once a month?

Well, I suppose we could (11) an emergency meeting if there was something urgent to discuss, but it hasn't happened recently. You know, most of us work individually, we have our specific jobs to do, and we don't need to discuss too many things with the whole department. We collaborate (12) when necessary, like we're doing now, and only have meetings to discuss things that concern everybody. Otherwise, meetings are a waste of time. I still remember a line from Peter Drucker, the management theorist. He once wrote, "You can either work or meet. You can't do both at the same time."

Business Objectives and Values

EXERCISE 1

Match up the following words with the underlined words in the text:

bring out	distributes	fired	firm
rewarded	remunerates	result	sell off
hostile takeover	other possible investments	the shareholders	

One definition of a company is that it is nothing more than a sum of other people's money invested in productive capacity or services which produce a profit greater than (1) the opportunity cost of the capital involved. From this definition follows the belief that the role of a company is to maximize its value for the shareholders. The managers must be permanently concerned with maximizing value, and not only if there's the threat of a (2) raid. They have to concentrate exclusively on activities that create value, so that the company will regularly (3) divest less profitable operations, acquire other profitable businesses, and restructure itself.

According to the logic of "value-based management", it is not enough to (4) launch a successful new product occasionally, and to revitalize existing mature products by effective marketing programmes. The company has to develop structures that allow it consistently to create added value. These structures will include the way in which it (5) allocates financial and human resources, measures performance, and (6) pays its top managers.

One problem with this approach is that it is unlikely to motivate employees who know that they could at any time be (7) dismissed to reduce costs, or that their section could be sold or "restructured" out of existence if it is considered to be producing insufficient value. Financial objectives will probably only motivate a few people in the head office, and only then if they are (8) paid in proportion to the company's value.

Other management theorists argue that profit is not an objective in itself, but a natural (9) consequence of doing something well. Profit is like health: you need it, and the more the better, but it is not why you exist. You exist to provide a product or service. Employees are more likely to be motivated by qualitative corporate purposes than quantified ones. A company which declares that its central values include a commitment to produce high quality goods or reliable services, while respecting each individual employee, is more likely to inspire everybody, from middle managers down to shop-floor production workers. These are values that everybody in the (10) organization can share.

An alternative to value-based management is the "stakeholder" model, which suggests that a business organization has responsibilities to everyone with a stake in, or an interest in, or a claim on the firm, including employees, suppliers, customers, and the local community. According to this view, a company has to balance the interests of (11) its owners with those of the other groups of people concerned by its existence.

EXERCISE 2

Match up the words below to make collocations from the text.

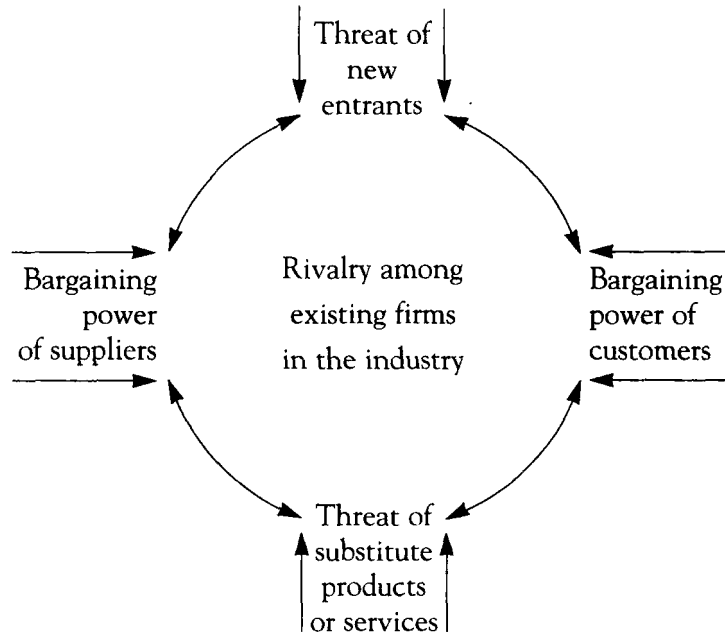
- | | | | | | |
|------------|-------------|--------------|---------------|-----------|---------------|
| 1. launch | 2. maximize | 3. motivate | 4. productive | 5. reduce | 6. shop-floor |
| a. workers | b. costs | c. employees | d. a product | e. value | f. capacity |

--	--	--	--	--	--	--	--	--	--	--	--	--

Competitive Strategy and Advantage

EXERCISE 1

Read the text and then decide which of the three summaries on the next page most fully and accurately expresses its main ideas.



In two very influential books, *Competitive Strategy* (1980), and *Competitive Advantage* (1985), Michael Porter argued that growth and diversification alone do not guarantee a company long-term success. Instead, success comes from having a sustainable competitive advantage, which derives from the value a company creates, in excess of its production costs, and passes on to its customers. Size alone guarantees nothing: industry leadership is an effect of competitive advantage, not a cause. Contrary to popular belief, a company's optimum market share is rarely very large.

Porter outlines five competitive forces at work in an industry: rivalry among existing firms, the threat of new entrants, the threat of substitutes, and the bargaining power of both buyers and suppliers. Inter-firm rivalry affects prices, advertising and sales budgets, and so on. The threat of the entry of new competitors in an industry limits the prices a company can charge, and often results in expensive investment designed as a deterrent. The power of large buyers such as retail chains, and the possibility of consumers switching to cheaper substitute products, both limit prices. Powerful suppliers determine the cost of raw materials. Successful firms are the ones which sustain their competitive advantage by making sure they retain their value, and that it isn't lost to industry rivals, new entrants, or lower prices, or appropriated by powerful buyers or suppliers.

Within these competitive constraints, Porter isolates three generic strategies that can give a company a competitive advantage: cost leadership (a cheaper product); differentiation (a better product than those of competitors); or focus on a narrow market segment. He criticizes buying companies rather than beating them, and diversification for its own sake, suggesting – like most other prominent business authors – that companies should rather look for strategic, synergy-producing links among business units in related industries.