



普通高等教育“十五”国家级规划教材

ESP

管理英语

第二版

English for Management

《管理英语》教材编写组 编



高等教育出版社
Higher Education Press



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江苏工业学院图书馆
藏书章

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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(第2版)》是该系列教材之一,本书从专业人员的实际工作需要出发进行设计和编写。选材新颖、结构合理、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。

本书书后附MP3,且配有录音磁带。

图书在版编目(CIP)数据

管理英语/《管理英语》教材编写组编. —2版. —北京:
高等教育出版社, 2007.3

ISBN 978-7-04-021628-8

I. 管… II. 管… III. 经济管理-英语-教材 IV. H31

中国版本图书馆 CIP 数据核字(2007)第 027111 号

策划编辑	闵 阅	责任编辑	张慧勇	封面设计	王凌波
版式设计	张 彤	责任校对	张慧勇	责任印制	尤 静

出版发行 高等教育出版社
社 址 北京市西城区德外大街 4 号
邮政编码 100011
总 机 010-58581000

经 销 蓝色畅想图书发行有限公司
印 刷 北京铭成印刷有限公司

开 本 850×1168 1/16
印 张 14.75
字 数 380 000

购书热线 010-58581118
免费咨询 800-810-0598
网 址 <http://www.hep.edu.cn>
<http://www.hep.com.cn>
网上订购 <http://www.landaco.com>
<http://www.landaco.com.cn>
畅想教育 <http://www.widedu.com>
版 次 2000 年 7 月第 1 版
2007 年 3 月第 2 版
印 次 2007 年 3 月第 1 次印刷
定 价 26.60 元(含光盘)

本书如有缺页、倒页、脱页等质量问题,请到所购图书销售部门联系调换。

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物料号 21628-00

第二版前言

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。

本教材主要供高等院校(包括高等专科学校和高等职业院校)专业英语学习使用,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》(第二版)自2000年出版以来,已历时六载有余。承蒙全国各地高校师生广泛使用,并给予鼓励和帮助,我们收到了不少很好的建议与意见,在此深表谢意。经过仔细研讨,特别是由于近年来管理行业的迅猛发展和社会对管理专业英语应用能力的需求变化,我们对教材进行了修订。

第二版教材保持了第一版的体系和风格,继承了第一版便于开展教学实践的人性化设计等优点,并在以下几方面作了一些修改:替换了第五单元和第六单元中Reading A的全部内容;替换了第五单元Reading B的译文;对课后的部分练习进行了更新,以使练习内容更接近工作的实际需要,力求做到学以致用。除此之外,我们还对全书的译文进行了调整,使行文更加专业和规范,并根据广大师生的教学实践和反馈意见,修订了第一版教材中的一些内容。

《管理英语》(第二版)共10个单元,每单元包括三个部分:第一部分为“阅读与翻译”(Reading and Translating),第二部分为“模拟套写”(Simulated Writing),第三部分为“听力与会话”(Listening and Speaking)。

修订后的第二版教材实用性更强,尤其突出了管理类专业涉外业务的实际,选材新颖、结构合理、内容丰富、语言规范;练习也更具实用性和针对性。

专门用途英语系列教材的总主编为孔庆炎教授,修订后的第二版教材的主编为徐小贞教授。编者为苏文秀、龚兵、周玉林、徐小贞、苏艳玲、蒋剡、谭海涛。

本书虽经修订,但由于水平和条件所限,还会有一些错误和缺点,诚恳欢迎读者批评指正。衷心希望大家对本书提出修改意见和建议,使之能不断地提高和改进。

编 者

2007年1月

第一版前言

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,力求为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(包括高等专科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材料的能力。这一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、市场营销、电子银行业务、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、信用证申请函以及销售合同、备忘录之类的实用性文献的能力。这一部分提供了一定数量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、模仿,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。

专门用途英语系列教材的总主编为孔庆炎教授,《管理英语》的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。深圳职业技术学院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。学院的领导和相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

郑 重 声 明

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高等教育出版社打击盗版办公室

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1

UNIT

Management Functions

Part one Reading and Translating

■ Reading A

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

Management Functions

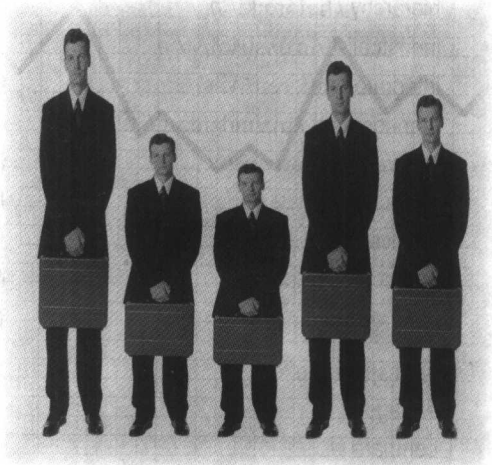
1. *What functions do managers usually perform?*

In the early part of the 20th 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





3. Why is the controlling function necessary?

structure. 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.

NEW WORDS AND EXPRESSIONS

channel /tʃænl/ *n.*

渠道, 路线; 频道

comprehensive /kəmˈpriːhensiv/ *a.*

全面的, 综合的; 统一的

condense /kənˈdens/ *v.*

压缩; 使简洁

coordinate /kəuˈdineɪt/ *v.*

协调, 调和

delineate /diˈlineɪt/ *v.*

描画, 记述

deviation /diːviˈeɪʃən/ *n.*

偏差

encompass /ɪnˈkʌmpəs/ *v.*

包含; 围绕, 包围

formulate /ˈfɔːmjuleɪt/ *v.*

设计, 规划

framework /ˈfreɪmwɜːk/ *n.*

框架; 体制

hierarchy /ˈhaɪəɹɜːki/ *n.*

等级制度; 阶层, 层次

industrialist /ɪnˈdʌstriəlɪst/ *n.*

工业家, 实业家

integrate /ɪntɪɡreɪt/ *v.*

综合; 使完全

management /ˈmænɪdʒmənt/ *n.*

管理; 管理人员

motivate /ˈməʊtɪveɪt/ *v.*

激励, 动员

overall /ˈəʊvəɹɔːl/ *a.*

所有的, 全面的

resolve /rɪˈzɒlv/ *v.*

解决

strategy /ˈstrætɪdʒi/ *n.*

战略, 策略

subordinate /səˈbɔːdɪnət/ *n.*

部下, 属下

be responsible for

对...负责

engage in

从事, 忙于

compare with

与...进行比较

NOTES

Henri Fayol /'henri fa:'jɔ:l/

亨利·法约尔 (人名)

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. In 1950s, 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 complete the following table.**

Management Functions

Planning	Organizing	Leading	Controlling
1. Defining _____ _____.	Determining what needs to be done, how _____	1. Motivating _____ _____.	1. Monitoring _____ _____.
2. _____ _____ strategy.	_____	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 memorize 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
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 right things”. So efficiency is concerned with means and 8 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 with 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, 解决员工间的纠纷、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, 2004.

(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

Simon Drone

General Manager

Agreed and Accepted by

Name:

Date:

NEW WORDS AND EXPRESSIONS

be credited to
code of conduct
date of commencement

存入
行为准则
聘用起始日期

designated by

discharge /dis'tʃɑ:dʒ/ v.

gross negligence

in lieu of

insubordination /,ɪnsə,bɔ:di'neɪʃən/ n.

prejudicial to

probation /prə'beɪʃən/ n.

termination /,tə'mɪ'neɪʃən/ n.

work permit

由...指定

履行

严重失职

作为...的替代, 替代...

不服从

有损于...

试用(期)

终止

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 following 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?
- What is the Management entitled to do 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. Complete the following sentences by translating the parts given in Chinese.

- 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 two Simulated Writing

Business Letters

英语商业信函一般由下列部分构成：

- 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.) |
| 2. 收信人 (Attention) |
| 3. 主题 (Subject) |
| 4. 附件 (Encl.) |
| 5. 抄送 (Carbon Copy, C. C.) |

英语商业信函的格式有以下几种：

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

The diagram shows the layout of an indented business letter. The components are arranged vertically: Letterhead, Inside Address (indented), Date, Salutation, Body (indented), Complimentary Closing, and Signature (indented).

2. 齐头式

The diagram shows the layout of a block business letter. All components are aligned to the left margin: Letterhead, Date, Inside Address, Salutation, Body, Complimentary Closing, and Signature.

3. 修正式

The diagram shows the layout of a modified business letter. The components are arranged vertically: Letterhead, Inside Address, Date, Salutation, Body, Complimentary Closing, and Signature.