

职业教育 行业英语立体化系列教材 English for Your Career

管理英语

English for Management



《管理英语》编写组 编



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前言

从20世纪九十年代初开始,我国的高职高专教育英语课程教学改革与研究已历时20余年,硕果累累,成绩斐然。在此期间,教育部先后颁布了《普通高等专科英语课程教学基本要求》(1993年)和《高职高专教育英语课程教学基本要求(试行)》(2000年)。这两部教学指导性文件确立了英语课程"以实用为主、应用为目的"的教学指导方针,把培养应用能力,特别是实用能力作为教学目标,大力推进了我国高职高专英语课程的基本建设和改革,使高职高专英语教学改革不断向纵深发展,教学质量明显提高。学生实际应用英语从事涉外日常和业务交际的能力,尤其是听说能力,得到大幅度提高。十多年来,教育部批准实施的"高等学校英语应用能力考试"合格率的逐年攀升以及"高教杯"全国高职高专实用英语口语大赛选手们的精彩表现,都从不同侧面反映出我国高职高专教育英语课程教学改革与研究取得的显著成效。

进入21世纪以来,在教育部提出的高等职业教育"以服务为宗旨,以就业为导向"的办学指导方针和"工学结合"培养模式的指导下,根据新世纪我国高等职业教育的特点和改革发展的需要,在传承和创新20世纪90年代研究成果的基础上,教育部高等学校高职高专英语类专业教学指导委员会《高等职业教育英语课程教学要求》项目组,积极汲取国内外先进的外语教学理念,经过大量的社会调查和教学状态调查与分析,对我国高等职业教育英语课程的改革与建设提出了更深一层的思考,并在全国教学一线教师中达成共识:高等职业教育英语课程要以培养学生实际应用英语的能力为目标,侧重职场环境下交际能力的培养;应以岗位需求为主线,开发和构建教学内容体系;要按照行业涉及的典型职业岗位和主要工作内容进行教学情景设计,做到职业岗位群、典型工作任务与英语交际技能的有效结合,通过开设行业英语教学提高学生的就业竞争力。

本系列教材的开发就是以上述研究成果为基础,针对行业英语教学阶段设计的。本系列教材分两个方向,职场英语(EOP)和专业英语(EPS)。职场英语旨在培养学生在职场环境下使用英语从事职场交际的能力,提升学生的工作适应性,并为未来的职业发展创造有利的条件;专业英语旨在培养学生所学专业方向摄取英文版专业知识的能力。

教学理念与特色

- 1. 根据"工学结合,能力为本"的职业教育理念,以"行业人"的涉外交际需求为主线,针对具体行业岗位(群)对"行业人"所需要的实用英语能力设计教材的框架、教学内容和语言交际技能。
- 2. 选材注重语言交际技能的实用性、通用性、时效性、典型性和可模拟性, 体现从事行

English for Management

业涉外交际必须掌握的基本知识和技能。题材反映该行业在技术应用方面的最新或重大的发展和趋势,体现行业涉外交际的需要;内容涉及专业知识介绍、行业人物访谈、行业发展趋势与动向、企业或公司简介、新产品介绍、招聘和求职、行业信息交流等;体裁表现应用性语言的多样性,如交谈、讨论、信函、报告、广告、通知等。

- 3. 练习突出大行业或行业中大岗位群所需要的涉外职场交际的语言知识与技能的训练,体现"以完成职场任务为导向"和"引导学生主体参与"的教学理念,以group project、pair work、discussion、presentation、survey report、intensive and extensive readings、simulated writing等方式使练习体现职业性、开放性、实践性、交际性、活用性和协作性以及多样性的特点。
- 4. 充分利用先进的现代网络技术以及每个行业英语的资源库,为教师和学生提供丰富便捷的教与学的资源和全新的学习途径。

教材结构

根据高职高专院校人才培养计划,每单元的主体由阅读和翻译(Reading and Translating)、仿写练习(Simulated writing)和听说练习(Listening and Speaking)三大部分组成。其中阅读和翻译部分提供两篇涉及专业领域的文章,一篇作为精读练习,一篇作为泛读练习,着重培养学生的专业英语理解能力。

《管理英语》的主编为深圳职业技术学院的徐小贞教授,编者包括:苏文秀、龚兵、周玉林、苏艳玲、蒋剡、谭海涛。

《职业教育行业英语立体化系列教材》是我们深化高等职业教育英语课程改革所做的研究与尝试,其中存在的不足和疏漏之处,敬请使用者批评指正。

编 者 2015年12月

Contents

Unit 1	Management Junctions	1
	 Reading and Translating Reading A: Management Functions 1 Reading B: A Letter of Appointment 5 Simulated Writing — Business Letters 8 Listening and Speaking — Establishing Business Relationship 13 	
Unit 2	Personnel Management 1	9
	 Reading and Translating Reading A: Current Assessment 19 Reading B: Job Description 23 Simulated Writing — Fax 26 Listening and Speaking — Inquiry and Offer 29 	
Unit 3	Finance Management 3	5
	 Reading and Translating Reading A: Cash Management 35 Reading B: Alfman Manufacturing Company Income Statement 39 Simulated Writing — Quotation 42 Listening and Speaking — Order 46 	
Unit 4	Quality Management 5	51
	 Reading and Translating Reading A: Total Quality Management 51 Reading B: Certificate of Origin 55 Simulated Writing — Commercial Invoice 57 Listening and Speaking — Setting up a Joint Venture 61 	
Unit 5	Marketing Management 6	7
	 Reading and Translating Reading A: Marketing 67 Reading B: A Customerization Ad 72 Simulated Writing — Bill of Exchange 73 Listening and Speaking — Technology Transfer & Technical Cooperation 78 	A

	Unit 6	Banking Management	83
		 Reading and Translating Reading A: Electronic Banking 83 	
		Reading B: Letter of Credit 88	
		 Simulated Writing — Application for Letter of Credit 91 	
		 Listening and Speaking — Payment 	
	Unit 7	Insurance Management	101
		Reading and Translating	
		Reading A: Insurable Risks 101	
		Reading B: Life Insurance Application to the COUNCIL Life Insurance Company	105
		Simulated Writing — Insurance Policy 108	
		Listening and Speaking — Insurance and Claim 113	
	Unit 8	Securities Management	119
		Reading and Translating	
		Reading A: The Stock Market 119	
		Reading B: New York Stock Exchange (NYSE) Stocks Quotes 123	
		 Simulated Writing — Bill of Lading 124 	
		 Listening and Speaking — Packing and Shipment 129 	
	Unit 9	International Trade	135
		Reading and Translating	
		Reading A: Tariff Protection 135	
		Reading B: Notice of Invitation for Bids 139	
		Simulated Writing — Sales Contract 142	
		 Listening and Speaking — Signing a Contract 147 	
	Unit 10	Business Ethics	151
		Reading and Translating	
		Reading A: Ethical Dilemmas 151	
		Reading B: What Our Code Is All About 155	
		 Simulated Writing — Inter-office Memos 157 	
		 Listening and Speaking — Management of a Joint Venture 161 	
T	Glossar	y	165
	101		

1

Management Functions

Part One Reading and Translating

■ Reading A

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

Management Functions

- 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

2. Why is planning important 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 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 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.

functions encompasses.

English for Management

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.

3. What do we mean by the controlling function in management? 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 /'t fænl/ n. comprehensive / kompri'hensiv/ a. condense /kən'dens/ v. coordinate /kəu'əidineit/ v. delineate /dr'linieit/ v. deviation /di:vi'eifən/n. encompass /in'kampas/ v. formulate /'formjuleit/v. framework /'freimw3:k/n. hierarchy /harəra:ki/n. industrialist /m'dastrialist/ n. integrate /'intigreit/v. management / mænid3mənt/ n. motivate /'moutiveit/ v. overall /'auvarail/ a. resolve /ri'zplv/ v. strategy /'strætid3i/ n. subordinate /sə'bo:dinət/ n.

be responsible for engage in compare with 渠道,路线;频道

全面的,综合的;统一的

压缩; 使简洁

协调, 调和

描画, 记述

偏差

包含; 围绕, 包围

设计,规划

框架;体制

等级制度; 阶层, 层次

工业家, 实业家

综合; 使完全

管理; 管理人员

激励, 动员

所有的,全面的

解决

战略,策略

部下,属下

对…负责

从事, 忙于

与…进行比较

NOTES

Henri Fayol /'henr fa:'jo:l/

亨利・法约尔 (人名)



Check Your Understanding

ı.	Mai	rk ti	ne following	statements	with I	(true) or F	(taise) acc	ording to the	passage.	
		1	Assauding !	a Hanni Ear	ral all		C	- f	th l	0,700

- 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.
- **3** 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,		1. Monitoring	Achieving the organization
2strategy.	how	2. Directing	2. Comparing	stated purpo
B. Developing subplans to		3.	3.	
		4		



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 $\underline{\text{coordinate}}$ 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 <u>staffed</u> 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	-	
1 1	预定的目标	
controlling function		
	沟通渠道	

VII. Complete the following sentences by translating the parts given in Chinese.

1.	Generally speaking, managers	(履行四项基本职能).
2.	Organizations exist	(是为了实现某一目标).
3.	The textbook on management	(是按管理的职能编排的).
4.	Management should	
	(负责拟定机构的目标,制定全面策略).	
5.	The leading function involves	
	(激励下属,解决员工间的纠纷,指挥他们的行动).	
6.	The actual performance of the organization	
	(必须与预先设定的目标进行比较).	
7.	Once there are significant deviations, management should	1
	(立即纠正机构的行为).	
8.	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.

ALetterofAppointment

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, 2016.

English for Management

(02) Salary

You will be paid a basic salary of <u>\$1 500</u>. 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,

Agreed and Accepted by

Simon Drone

Name:

Date

NEW WORDS AND EXPRESSIONS

be credited to code of conduct

存入 行为准则

de di gri in in pri te	esignated by scharge /dis't faid3/ v. coss negligence lieu of subordination /,insə,bəidi'neifən/ n, rejudicial to robation /prə'beifən/ n, rmination /,tɜːmɪ'neifən/ n, ork permit	聘用起始日期 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 statement	s are true (T) or false (F) according to the passage.
1	1. The man to be employed herein is to	
-	* *	sfactorily will lead to the termination of the contract.
_		ehave in accordance with the code of conduct.
	· ·	ng but prejudice the reputation of the Hotel.
IX. G	ive short answers to the following quest	ions.
1.	When is the probationary period due?	
2.	How much does the room attendant earn	each month?
3.	How can the applicant terminate the con	tract of service during his probationary period?
4.	What is the Management entitled to	do if the employee breaches any terms of this
	contract?	
5.	Suppose the employee's work permit is	s cancelled by the Government, is the Management
	entitled to dismiss him or not?	
X. Co	omplete the following sentences by trans	slating the parts given in Chinese.
1.	We	(根据你向我们提出的求职申请) and are pleased
	to offer you the position.	
2.	You will be required to serve a probation	nary period
	(从你报到之日算起不超过三个月).	
3.		(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.
4.		ner conduct
		can terminate the contract without notice.
5.		(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)
 - 3. 封内地址 (Inside Address)
 - 5. 正文 (Body)
 - 7. 签名 (Signature)
- 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)
 - 4. 附件 (Encl.)

3. 主题 (Subject)

8. 职务 (Job Title)

2. 日期 (Date)

5. 抄送 (Carbon Copy, C. C.)

4. 称呼语 (Salutation or Greeting) 6. 结尾谦语 (Complimentary Closing)

- 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

Letterhead
Date
Inside Address
Salutation
Body
Complimentary Closing
Signature

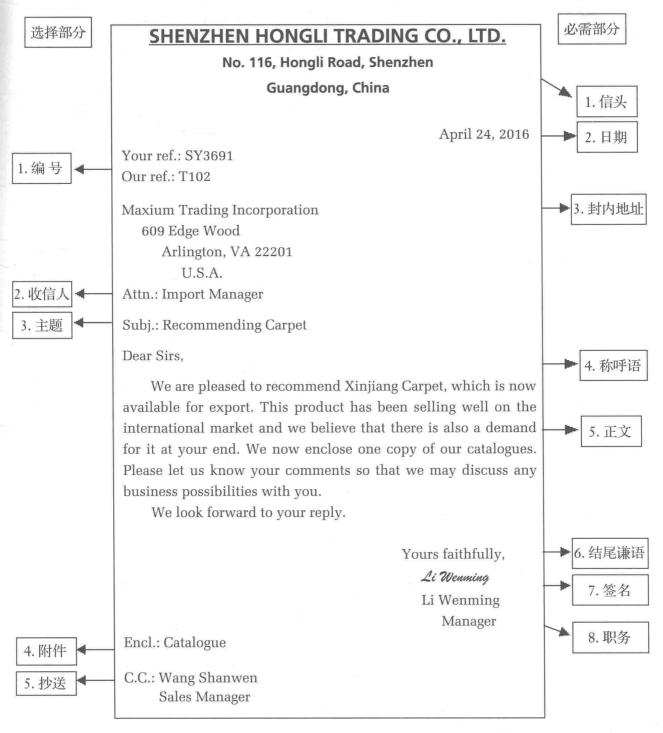
-	10.00	183
)	XX	10
	ノノハ	1

Letterhead
Date
Inside Address
Salutation
Body
Complimentary Closing
Signature

3. 修正式

Letterhead
Date
Inside Address
Salutation
Body
Complimentary Closing
Signature

Sample 1 缩进式 (Indented Style)



NOTES

at your end carpet

catalogue enclose

enclose recommend 在你处

地毯

目录(册) 随函邮寄

推荐

Sample 2 齐头式 (Block Style)

Alpha, Incorporated

125 Megahertz Drive Phoenix, AR 70004 U.S.A.

Feb. 5, 2016

Westley Sophitters Ltd.

559 Grant Street

London

STJ 9WE

United Kingdom

Dear Mr. Douglas,

Our branch in Cairo has asked us for a quotation for 1 000 units of bicycles to be sold in African countries.

Please let us know the quantities you are able to deliver (交货) every month and quote your best terms CIF Cairo (报最优惠的CIF开罗价).

Yours faithfully,

Thomas Benton

Thomas Benton

Manager

NOTES

CIF: 国际贸易中最常用的价格术语之一,即成本加保险费、运费 (Cost, Insurance and Freight)。另外两个常用的价格术语是FOB (装运港船上交货, Free on Board) 和CNF (成本加运费, Cost and Freight)。