

南 职业英语
开 系列教材

王 琳 司爱侠 编著

工商管理英语

实用教程

GONGSHANG GUANLI YINGYU SHIYONG JIAOCHENG



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南开职业英语系列教材

丛书前言

随着我国改革开放的发展和国际经济一体化进程的加快，英语学习越来越受到重视。学习英语的根本目的在于培养英语的运用能力，尤其是在各行各业实际工作中的应用能力，仅仅通过一些考试，拿到若干证书是远远不够的。近几年的就业市场对英语的要求也发生了转变，从重视公共英语能力转向重视行业英语能力，许多招聘机构都在面试环节增加了对行业外语的测试，一些职业资格证书考试也包括了行业英语能力测试。因此，高校也普遍开设相应的专业英语课程，以培养学生的职场竞争力。社会上各种行业英语培训班日益火爆，从业人员急切地自我充电。正是为了满足这些需要，我们编写了这套“南开职业英语系列教材”。

本丛书遵循以下原则：其一，拟真。我们在编写时充分考虑当前职场的实际状况，尽可能多地从应用角度取材，以期读者在学过本丛书后，感觉工作中的材料就像是书中的一个单元；其二，新颖。我们对各专业的最新发展都给予非常充分的关注。许多材料非常新颖，其出现可能才几个月，而不像其他同类书取材自数年之前；其三，综合服务。我们认为，教材不仅仅是一本书，而是一个服务项目。因此，我们会为教师提供教学大纲、电子教案及参考试卷，也向其他读者提供答疑解惑；其四，动态维护。我们会根据行业情况的发展，不定期地修订教材。

本丛书的主编已经有十七年的专业英语教材编写经验，多部教材入选国家“十五”及“十一五”规划教材，并成为全国畅销书。本丛书的作者都有编写教材的经验，都在教学一线，有从事行业工作的实际经历。

本丛书可作普通高校专业英语教材；各种短期培训班使用本丛书亦颇得当；个人使用本丛书充电也极有收益。

受我们才学之窘、时间之迫，书中必有不当之处，望各位读者不吝赐教。

司爱侠

2007.10.5

南开职业英语系列教材

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前 言

工商业是我国从业人员极为众多的一个行业，也是我国改革开放程度较高的领域。该领域外资活跃、国际交往密切、竞争十分激烈，具备相关专业知识和精通外语的人员往往处于竞争的优势地位，成为行业中的佼佼者。职场对从业人员的专业英语水平要求很高，这有力地推动了从业人员学习专业英语的积极性。本书就是面向职场而编写的工商业行业英语教材。

本书主要内容包括：**Management, Managerial Skills, Strategic Management, Human Resource Management, The Nature of Motivation, Marketing Management, Marketing Management Philosophies, Operations Management, Logistic Management, Project Management, Financial Management, Financial Accounting and Managerial Accounting, Information Management 及 Components of Information** 等。本书结合学生情况、面对学生毕业后的就业环境、根据未来工作实际的要求，做了切合实际的精心加工。

体例上以 Unit 为单位，每一 Unit 由以下几部分组成：课文——包括管理理论、主要领域、常用方法和新颖观念；单词——给出课文中出现的新词，读者由此可以积累专业基础词汇；词组——给出课文中的常用词组；缩略语——给出课文中出现的、业内人士必须掌握的缩略语；注释——讲解课文中出现的疑难句子，培养读者的阅读理解能力；习题——巩固所学知识；阅读材料——提供最新的行业资料，进一步扩大读者的视野。书后附有习题参考答案，以供读者检查学习效果。

在使用本书过程中，有任何问题，都可以通过电子邮件与我们交流。我们一定会给予答复。如果读者没有收到我们的回复，请再次联系。邮件标题请注明姓名及“工商管理英语实用教程（南开大学版）”字样，否则会被当作垃圾邮件删除。也可以通过出版社与我们联系。

望大家不吝赐教，我们的 Email 地址如下：

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本书既可作为高等院校工商管理类的专业英语教材，也可供相应的培训班使用。从业人员使用本书自我充电，亦颇得当。

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Text A

Management

When you think of a manager, what kind of person comes to mind? Do you see someone who, like Jack Welch, can determine the future prosperity of a large for-profit company? Or do you see the administrator of a not-for-profit organization such as a school, library, or charity? What do all these managers have in common? First, they all work in organizations. Organizations are collections of people who work together and coordinate their actions to achieve a wide variety of goals. Second, as managers, they are the people responsible for supervising the use of an organization's human and other resources to achieve its goals. Management, then, is the planning, organizing, leading, and controlling of human and other resources to achieve organizational goals effectively and efficiently. An organization's resources include assets such as people and their skills and knowledge; machinery; raw materials; computers and information technology; and financial capital.

Managers at all levels and in all departments—whether in small or large organizations, for-profit or not-for-profit organizations—are responsible for performing these four functions: planning, organizing, leading, and controlling. How well managers perform these functions determines how efficient and effective their organizations are.

1. Planning

Planning defines where the organization wants to be in the future and how to get there. Planning is a process that managers use to identify and select appropriate goals and courses of action. The three steps in the planning process are: (1) deciding which goals the organization will pursue, (2) deciding what courses of action to adopt to attain those goals, and (3) deciding how to allocate organizational resources to attain those goals. A lack of planning or poor planning can hurt an organization's performance.

The outcome of planning is a strategy, a cluster of decisions concerning what organizational goals to pursue, what actions to take, and how to use resources to achieve the goals. However,

planning is a difficult activity because normally what goals an organization should pursue and how best to pursue them is not immediately clear. Managers take risks when they commit organizational resources to pursue a particular strategy. Either success or failure is a possible outcome of the planning process. Dell succeeded spectacularly, but many other PC makers either went out of business or lost huge sums of money trying to compete in this industry.

2. Organizing

Once managers have prepared plans and established objectives, they must design and develop a structure that will allow them to carry out their plans and meet their objectives successfully. Organizing is the process of creating such a structure. Organizing involves grouping people into departments according to the kinds of job-specific tasks they perform. In organizing, managers also lay out the lines of authority and responsibility between different individuals and groups, and they decide how best to coordinate organizational resources, particularly human resources.

The outcome of organizing is the creation of an organizational structure, a formal system of tasks and reporting relationships that coordinates and motivates members so that they work together to achieve organizational goals. Organizational structure determines how an organization's resources can be best used to create goods and services. As Dell computer grew, for example, Michael Dell faced the issue of how to structure the organization. Early on he was hiring 100 new employees a week and deciding how to design his managerial hierarchy to best motivate and coordinate their activities. As his organization grew he and his managers created progressively more complex kinds of organizational structure to help it achieve its goals.

3. Leading

After plans have been made, a structure created, and appropriate personnel hired, someone must lead the organization. Some managers call this process directing or influencing. Whatever the name, leading refers to getting others to perform tasks that will help the organization achieve its objectives. In leading managers not only articulate a clear vision for organizational members to follow but also energize and enable organizational members so that they understand the part they play in achieving organizational goals. Leadership depends on the use of power, influence, vision, persuasion, and communication skills to coordinate the behaviors of individuals and groups so that their activities and efforts are in harmony. The outcome of leadership is highly motivated and committed organizational members. Employees at Dell Computer, for example, have responded well to Michael Dell's hands-on leadership style; it has resulted in a hardworking, committed workforce.

4. Controlling

In controlling, managers evaluate how well an organization achieves its goals and take actions to maintain or improve performance. Just as the thermostat in a home sends signals to the

cooling or heating system that the temperature is either too hot or too cold, so do control systems signal managers that actions need to be taken.

For example, managers monitor the performance of individuals, departments, and the organization as a whole to see whether they are meeting desired performance standards. If standards are not being met, managers take actions to improve performance.

The outcome of control process is the ability to measure performance accurately and regulate organizational efficiency and effectiveness. To exercise control, managers must decide which goals to measure—perhaps goals pertaining to productivity, quality or responsiveness to customers—and then they must design information and control systems that provide the data they need to assess performance. The controlling function also allows managers to evaluate how well they themselves are performing the other three functions of management—planning, organizing, and leading—and to take corrective actions.

New Words

management	['mænidʒmənt]	<i>n.</i> 管理; 处理; 经营
prosperity	[prɒs'periti]	<i>n.</i> 繁荣
for-profit	[fə'prɒfit]	<i>adj.</i> 营利的
administrator	[əd'ministreɪtə]	<i>n.</i> 管理人, 行政官
not-for-profit	['nɒtfə'prɒfit]	<i>adj.</i> 非营利的
organization	[ɔ:ɡənaɪ'zeɪʃən]	<i>n.</i> 组织, 机构, 团体
charity	['tʃærɪti]	<i>n.</i> 慈善, 施舍, 慈善团体
coordinate	[kəu'ɔ:dɪnɪt]	<i>vt.</i> 调整, 整理
supervise	['sju:pəvaɪz]	<i>v.</i> 监督, 管理
achieve	[ə'tʃi:v]	<i>vt.</i> 完成, 达到, 实现
effectively	[i'fektɪvli]	<i>adv.</i> 有效地, 有力地
efficiently	[i'fɪjəntli]	<i>adv.</i> 有效率地, 有能力地
asset	['æset]	<i>n.</i> 资产, 财产
resource	[ri'sɔ:s]	<i>n.</i> 资源, 财力
machinery	[mə'ʃɪ:nəri]	<i>n.</i> [总称]机器, 机械
level	['lev(ə)]	<i>n.</i> 等级; 程度, 水平
department	[di'pɑ:tmənt]	<i>n.</i> 部, 局, 处, 科, 部门
perform	[pə'fɔ:m]	<i>vt.</i> 履行, 执行, 完成(事业), 进行
function	['fʌŋkʃən]	<i>n.</i> 功能, 作用, 职责
determine	[di'tə:ɪn]	<i>v.</i> 决定, 确定, 测定
adopt	[ə'dɒpt]	<i>vt.</i> 采用
attain	[ə'teɪn]	<i>vt.</i> 达到, 获得

allocate	[ˈæləukeit]	vt. 分派, 分配
effective	[iˈfektiv]	adj. 有效的
efficient	[iˈfiʃənt]	adj. 有效率的, 能干的
identify	[aiˈdentifai]	vt. 识别, 鉴别, 把……和……看成一样
outcome	[ˈaʊtkʌm]	n. 结果, 成果
poor	[puə]	adj. 不足的, 匮乏的
strategy	[ˈstrætɪdʒi]	n. 战略, 策略
cluster	[ˈklʌstə]	n. 群, 串, 丛
concerning	[kənˈsə:nɪŋ]	prep. 关于
pursue	[pəˈsju:]	vt. 追求, 寻求; 从事; 继续
normally	[ˈnɔ:məli]	adv. 正常地, 通常地
commit	[kəˈmit]	vt. 把……交托给, 提交, 答应负责
spectacularly	[spekˈtækjʊləli]	adv. 引人入胜地, 壮观地
compete	[kəmˈpi:t]	vi. 比赛, 竞争
industry	[ˈɪndəstri]	n. 行业, 工业, 产业
establish	[isˈtæblɪʃ]	v. 制定, 确定
design	[dɪˈzeɪn]	v. 设计, 计划
develop	[dɪˈveləp]	vt. 逐渐形成, 逐步提出; 规划出
authority	[ɔ:ˈθɔ:riiti]	n. 权力; 职权; 权威, 威信, 权威人士
structure	[ˈstrʌktʃə]	vt. 构造, 建造
responsibility	[ris,pɒnsəˈbɪləti]	n. 责任, 职责
individual	[ˌɪndɪˈvɪdʒjuəl]	n. 个人, 个体
particularly	[pəˈtɪkjʊləli]	adv. 特别地, 尤其, 格外
relationship	[riˈleɪʃənʃɪp]	n. 关系, 联系
motivate	[ˈməʊtɪveɪt]	vt. 引起动机; 促使; 激发, 激励
issue	[ˈɪʃju:]	n. 问题; 争端; 论点
hire	[ˈhaɪə]	vt. 雇请, 雇用
employee	[ˌemplɔɪˈi:]	n. 职工, 雇员
hierarchy	[ˈhaɪərə:ki]	n. 层次, 层级
progressively	[prəˈɡresɪvli]	adv. 日益增多地
appropriate	[əˈprəʊpriət]	adj. 适当的
personnel	[ˌpɜ:səˈnel]	n. 人员, 职员
articulate	[ɑ:ˈtɪkjʊlət]	vt. 清晰明白地说
vision	[ˈvɪʒən]	n. 愿景
energize	[ˈenədʒaɪz]	vt. 使活跃, 给予精力; 激励, 激发
persuasion	[pəˈsweɪʒən]	n. 说服, 说服力
behavior	[bɪˈheɪvjə]	n. 举止, 行为
harmony	[ˈhɑ:məni]	n. 协调, 融洽
committed	[kəˈmɪtɪd]	adj. 效忠的, 忠于……的

leadership	['li:dəʃɪp]	<i>n.</i> 领导能力, 领导阶层
evaluate	[i'vælju:ei]	<i>vt.</i> 评价, 估计
maintain	[meɪn'teɪn]	<i>vt.</i> 保持; 维持
improve	[ɪm'pru:v]	<i>v.</i> 改进, 改善
thermostat	['θə:məstæt]	<i>n.</i> 自动调温器, 温度调节装置
monitor	['mɒnɪtə]	<i>vt.</i> 监控
performance	[pə'fɔ:məns]	<i>n.</i> 成绩, 业绩; 履行, 执行
standard	['stændəd]	<i>n.</i> 标准; 水准
desired	[di'zaɪəd]	<i>adj.</i> 渴望的, 想得到的
measure	['meɪʒə]	<i>vt.</i> 测量, 测度, 估量
accurately	['ækjʊrɪtli]	<i>adv.</i> 正确地, 精确地
regulate	['regjuleɪt]	<i>vt.</i> 控制, 调节, 调整
efficiency	[i'fɪjənsi]	<i>n.</i> 效率, 功效
effectiveness	[i'fektɪvnɪs]	<i>n.</i> 效力, 效率; 效能; 效果; 有效性
exercise	['eksəsaɪz]	<i>vt.</i> 履行, 行使
productivity	[prɒdʌk'tɪvɪti]	<i>n.</i> 生产力; 生产率
responsiveness	[ri'spɒnsɪvnɪs]	<i>n.</i> 响应; 反应
customer	['kʌstəmə]	<i>n.</i> 客户, 顾客, 消费者
assess	[ə'ses]	<i>vt.</i> 评估; 评价; 估定, 评定

Phrases

come to mind	想起, 回忆起
have sth. in common	共有
a wide variety of	各种各样的
be responsible for	为……负责
raw material	原料
information technology	信息技术
financial capital	金融资本
a lack of	缺乏; 不足
take risks	冒险
go out of business	歇业
carry out	实现, 贯彻
according to	依照
lay out	摆开, 展示
early on	在早期
refer to	查阅, 提到, 谈到

depend on	依靠, 依赖
communication skill	沟通技能
be in harmony (with)	(与……)协调一致
respond to	反应; 回报
result in	导致
as a whole	总体上
take action(s)	采取行动
pertain to	属于, 关于, 附属

Abbreviations

PC (Personal Computer)	个人电脑
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Notes

[1] Second, as managers, they are the people responsible for supervising the use of an organization's human and other resources to achieve its goals.

本句中, responsible for supervising the use of an organization's human and other resources to achieve its goals 是一个形容词短语, 作定语, 修饰和限定 the people。可以在该短语前面加上 who are 使其变为一个定语从句。to achieve its goals 是一个动词不定式短语, 作目的状语。

[2] The outcome of organizing is the creation of an organizational structure, a formal system of tasks and reporting relationships that coordinates and motivates members so that they work together to achieve organizational goals.

本句中, a formal system of tasks and reporting relationships 是一个名词短语, 对 an organizational structure 作补充说明, that coordinates and motivates members 是一个定语从句, 修饰和限定 a formal system, so that they work together to achieve organizational goals 是一个目的状语从句, 修饰 coordinates and motivates。

[3] Whatever the name, leading refers to getting others to perform tasks that will help the organization achieve its objectives.

本句中, Whatever the name 是一个让步状语从句, 完整的句子应为: Whatever the name is, 意思是“不管如何命名”。that will help the organization achieve its objectives 是一个定语从句, 修饰和限定 tasks。refer to 的意思是“涉及, 与……有关”。

[4] Just as the thermostat in a home sends signals to the cooling or heating system that the temperature is either too hot or too cold, so do control systems signal managers that actions need to be taken.

本句中, *that the temperature is either too hot or too cold* 是一个同位语从句, 对 *signals* 作补充说明, 这里的 *signals* 是名词。*that actions need to be taken* 是一个宾语从句, 作动词 *signal* 的间接宾语。

Exercises

【Ex1.】 根据课文内容, 回答以下问题。

- 1) What are organizations?
- 2) What do all kinds of managers have in common?
- 3) What is management?
- 4) What is planning? What are the three steps in the planning process?
- 5) Why is planning a difficult activity?
- 6) What is organizing?
- 7) What does organizational structure determine?
- 8) What do managers do in leading?
- 9) What do managers do in controlling?
- 10) What is the outcome of control process?

【Ex2.】 根据下面的英文解释, 写出相应的英文词汇 (使用本单元所学的单词、词组或缩略语)。

英 文 解 释	词 汇
the act, manner, or practice of managing; handling, supervision, or control	
one who administers, especially business or public affairs; an executive	
a group of persons organized for a particular purpose	
to perform or carry out with success; to accomplish	
to set apart for a special purpose; to designate; to distribute according to a plan; to allot	