



普通高等教育“十一五”国家级规划教材  
大学专业英语系列教材

# 管理学专业 英语教程

(第二版·下)

主编 邱东林 王安宇



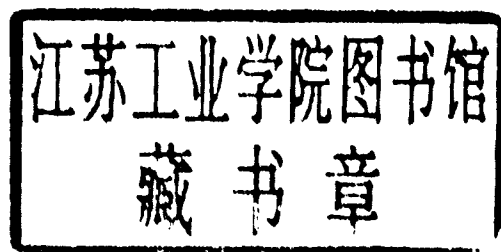
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## 使用说明

《管理类专业英语教程》出版至今已有七年，在这短短的七年里，世界及中国形势发生了很大的变化，同样管理学科无论在理论上还是在实践上也是今非昔比，在这背景下有必要对本教程进行修订。

修订版遵循以下几条原则：(1) 选择能反映管理学科的最新理念与实践、在内容上具有开拓性和代表性、在语言上具有可读性和趣味性的文章；(2) 课文与课文之间在内容上有一定的层次联系，但不强调管理专业内容的完整性和系统性；(3) 在语言上强调学生英语综合能力的培养，特别强调学生实际运用能力的培养，强调语言和专业的结合。

本教程可供大专院校中管理学科、经济金融学科高年级学生使用，也可用做选修课教程以及研究生和教师自学用书或教学参考书。

本教程共分二册，上册主要介绍管理学科的基本理论及基本概念；下册以管理实践为主，按照工商管理一级学科和管理科学与工程一级学科的内容编排，涉及创新战略、商业模式、公司创业、风险投资、团队管理、知识管理、竞争战略、风险管理、质量管理、供应链管理、业务流程管理等领域。每册有12个单元，每单元有两篇阅读材料，它们在内容上相互关联，没有主辅之分。每篇阅读材料后面都配有词汇（超出《大学英语课程教学要求》中的“一般要求”）、注释以及练习。另外，上册还配有翻译技巧，下册配有写作训练。

在使用本教程时，我们建议采取以下做法：(1) 由教师用英语讲解课文内容，留一定时间让学生讨论或辩论。(2) 辅课由学生自学，教师给予适当检查。(3) 练习由学生在课外完成，教师认真批改，并在课堂上做适当点评。

由于时间有限，作者水平有限，谬误难免，望各位不吝指正。

作者

2008年4月



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# Unit One

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## **Text (1)**

Mapping Your Innovation Strategy

英语写作

正规语体和非正规语体

## **Text (2)**

Mapping Your Innovation Strategy

(continued)









# Text (1)



## Mapping Your Innovation Strategy

To a casual observer, American football seems pretty simple: You run, you pass, you kick, you pause an inordinate number of times for car commercials. However, any aficionado knows that football is, in reality, dizzyingly complex. A professional team's playbook looks about as thick as the Manhattan phone book. On any given down, the coach selects a formation and a specific play to run from that formation. All the players know their precise assignments for each play and how to adjust them if necessary.

Good coaches know the keys to winning consistently in ever changing circumstances. They need great playbooks that exploit the strengths of their rosters. They need to select plays on the basis of their opponents' strengths and weaknesses and the circumstances of each game. They must be prepared to adjust their game plans mid-stream. Players need to be flexible, too, ready to change on the fly in reaction to moves by their opponents. Teams that can accomplish these things, week after week of a grueling schedule, emerge as champions.

Most managers would grant that creating innovative growth businesses is at least as complicated as professional football. Yet all too many companies approach innovation without a game plan that positions them for success. Instead, they take the strategies that worked in the past and try to execute them better. Or they fumble in their search for markets that might welcome the technologies incubating in their labs. Ultimately, many companies come to some uneasy realizations: their old plays are no longer effective. Their unsystematic efforts to create growth lead to random and often disappointing results. After repeated struggles, some managers throw their hands up and declare that bringing predictability to innovation is impossible. Indeed, there is a general sense that a fog enshrouds the world of innovation, obscuring high-potential opportunities and making success a hit-or-miss affair.



Our work suggests that a few simple principles can help companies speed through the fuzzy front end of innovation. By creating a playbook for new growth, using it to identify the best opportunities, investing a little to learn a lot, and changing the corporate discourse, companies can develop a process that produces high-quality innovations more quickly and with much less up-front investment.

### *Pick Your Playing Field*

Before deciding how to play the innovation game, companies have to decide where to play. The good news is that, unlike professional sports teams that go where the schedule makers dictate, companies can choose to play in many different markets. But that is also the bad news. Too much choice can be overwhelming. And the innovation process can slow to a crawl if managers pursue opportunities that don't have a realistic chance of seeing the light of day.

One way to narrow down choices is to clarify what the company won't do. The search for new growth, however, can still be daunting. Most companies intuitively sense that the best place to look for growth is outside of—but not too far from—their core business. But where? We believe that strategies based on disruptive innovations have the highest chances of creating growth. Generally speaking, these innovations offer lower performance along dimensions that incumbent firms consider critical. In exchange, they introduce benefits such as simplicity, convenience, ease of use, and low prices. To spot markets that have a high potential for a disruptive approach, we ask three basic questions.

#### **What jobs can't our existing customers get done?**

As Christensen has pointed out, when customers buy products, they are in essence hiring them to get important jobs done. Companies can start the search for growth opportunities by examining why customers hire their current products. That understanding can point to related jobs that customers can't get done. Consider how software provider Intuit developed the insight that led to its massively successful QuickBooks package.

#### **Who are the industry's worst customers?**

An industry's worst customers might sound like the last place to look for new growth. But thinking about ways to serve seemingly undesirable customers can point to novel strategies. Global silicone leader Dow Corning, for example, found a suc-





successful growth strategy by focusing on the low end of its customer base. The company produces the world's highest-quality silicones, used in applications ranging from shampoos to space shuttles. Dow Corning's scientists provide high value-added services to its customers. Yet the company found that its traditional business model actually overshot the needs of customers looking for basic silicones at reasonable prices. Those seemingly unattractive customers were turning to low-cost competitors that provided less-advanced products and no-frills service.

As the industry's largest player, Dow Corning would be able to take advantage of scale economics to play in this tier of the market—if it could reconstitute its business model. In 2002, it launched a distribution channel called Xiameter, designed to compete at the commodity end of the silicone business. By embracing a business model that differs sharply from its core model, Dow Corning is prospering in a very challenging market space.

### **Where are there barriers that constrain consumption?**

Throughout history, some of the most powerful growth strategies have democratized markets, blowing open select groups of the few, the trained, and the wealthy and thereby dramatically expanding consumption. Companies should scan for markets limited in various ways. Sometimes markets are constrained because products are too expensive for mass consumption. Sometimes the need for expertise limits a market to those with special training. Sometimes the need to go to a centralized setting, such as having to go to a doctor's office for a diagnosis, makes it difficult for individuals who prefer to “do it themselves.”

### *Build Your Growth Playbook*

Once a company has identified the market space it wishes to target, it's time to look more specifically at how to serve that market. As an example, consider Minute-Clinic, an emerging provider of health care diagnostic services. Its kiosks, located in stores such as Target and CVS, offer a menu of services for diagnosing about 25 straightforward ailments, including strep throat and pinkeye. The nurse practitioner who staffs the kiosk can reliably diagnose the conditions in less than 15 minutes and write a prescription that the customer can fill in the in-store pharmacy.

While the basic disruptive pattern holds true across industries, companies need to customize an approach that reflects the idiosyncrasies of their particular markets.



Thus they need to develop checklists that spell out the market circumstances where the approach has the best chance of succeeding and identify criteria to which successful strategies should conform.

One way to develop such a checklist is to analyze 10 to 15 major innovations in the market segment's history. Look at both successes and failures, particularly the "surefire" strategies that flopped and the "unpromising" ones that were runaway successes. Figure out the elements shared by the truly successful strategies. Combine the results of this historical analysis with the basic disruptive principles, and you have your customized checklist, or playbook. For example, a consumer health care company identified at-home diagnostics as a key growth area. It was interested in understanding why some consumer-based diagnostics, such as pregnancy kits and blood glucose monitors, took off while others, like home drug tests, floundered. By analyzing the history of home diagnostics from a disruptive perspective, the company identified the characteristics shared by successful innovations. It then created a 20-point checklist to assess new products that included elements such as the following:

- Is the diagnostic job important to the consumer?
- Is diagnosing currently very difficult, inconvenient, or expensive?
- Are results conclusive without further testing of symptoms?
- Is the diagnostic linked to treatment or follow-up action?
- Are we capable of developing the necessary technology?
- Can we communicate effectively to the target consumer?
- Will influencers (such as professional caregivers and insurers) actively support the diagnostic?
- Will our competitors have difficulty duplicating this product?

The checklist allowed the company to look at any opportunity from multiple perspectives, including those of consumers, competitors, the channel, and regulators. The diversity of perspectives allowed the company to avoid a classic trap: a myopic focus on innovation within a company's comfort zone. For example, a firm with a strong engineering culture might focus primarily on whether it can solve a tough technological problem. This kind of focused question is important, but companies that don't also develop a holistic sense of an opportunity run the risk of missing important elements that can come back to bite them. With these guidelines in hand, companies can then begin to move from generic plays to specific opportunities for



innovation. (to be continued)

## New Words and Expressions



- inordinate /in'ɔ:dɪnɪt/ *a.* unreasonably or unusually large in size or degree
- aficionado /ɑ:fi:sjə'nɑ:dəu/ *n.* sb. who is very interested in and enthusiastic about a particular subject
- down *n.* [美橄榄] 十码进攻
- roster /'rəʊstə/ *n.* a list of people's names, often with the jobs they have been given to do
- grueling /'gruəliŋ/ *a.* extremely tiring and difficult, and demanding great effort and determination
- grant /grɑ:nt/ *v.* to accept that sth. is true, often before expressing an opposite opinion
- fumble /'fʌmbəl/ *v.* to do sth. awkwardly, esp. when using your hands
- incubate /'ɪnkjubeɪt/ *v.* to hatch or aid the development by maintaining warmth
- enshroud /ɪn'ʃraʊd, en-/ *v.* to cover sth. so that it cannot be seen clearly
- hit-or-miss *a.* not planned; random
- fuzzy /'fʌzi/ *a.* unclear; initial
- up-front *a.* made in advance; direct
- daunting *a.* making sb. feel slightly frightened or worried about their ability to achieve sth.
- incumbent /ɪn'kʌmbənt/ *a.* officially having the named position
- overshoot /'əʊvə'ʃu:t/ *v.* to go too far or beyond at a fast speed and miss
- frill /frɪl/ *n.* extra things that are added to sth. to make it more pleasant or more attractive
- tier /tiə/ *n.* any of a number of rows, esp. of seats, shelves, etc., rising one behind or above another
- select *a.* of only the best type or highest quality, and usually small in size or amount
- kiosk /'ki:ɔsk/ *n.* a small building where things such as sweets, drinks or newspapers are sold through an open window

strep / **strep** / throat 脓毒性咽喉炎

pinkeye / 'piŋkai / *n.* [医] 传染性结膜炎

idiosyncrasy / ,idiə'siŋkrəsi / *n.* a strange or unusual habit or way of behavior or feature that sb. or sth. has

spell out to explain sth. in a very clear way with details

surefire / 'ʃuəfaɪə(r) / *a.* certain or likely, esp. to succeed

flop / flɒp / *v.* to fail

runaway / 'rʌnəwei / *a.* out of control or escaped from somewhere

glucose / 'glu:kəʊs / *n.* 葡萄糖

take off to suddenly start to be successful or popular

flounder / 'flaʊndə / *v.* to experience great difficulties or be completely unable to decide what to do or say next

myopic / mai'ɒpik / *a.* not able to see clearly things that are far away; unable to understand a situation or the way actions will affect it in the future

## Notes

1. all too used before an adjective to emphasize a negative meaning
2. Intuit personal finance, small business and tax software
3. QuickBook accounting software
4. Dow Corning Dow Corning Corporation, a global leader in developing, manufacturing, and marketing diverse silicon-based products
5. Target an upscale discounter that provides high-quality on-trend merchandise at attractive prices in clean, spacious and guest-friendly stores
6. MinuteClinic the pioneer and largest provider of retail health care in the United States

## \* Exercises

### I. Translate the following into Chinese.

Innovations come as both inventions and adoptions. They come in many types



and vary greatly in complexity and scope. Companies attempting to make a profit cannot continue for long periods without innovating, and their customers will leave them for firms with more up-to-date products or services. It is an observed fact that different companies take different approaches to the use of innovation in attempting to improve their performance.

Both academic and practitioner publications in recent years have contained a great deal of writing about innovation, the subjects of which have ranged from comparisons of national patterns of innovation to studies of individual innovations. However, little has been published regarding one issue of both theoretical and practical importance: the innovation policy or strategy of individual firms.

Business strategy as a field of study is concerned with how a company competes in its chosen business. It deals with the analysis of a firm's strengths and weaknesses and the opportunities and threats presented by the firm's environment. Strategy looks toward consistent execution of broad plans to achieve certain levels of performance. Innovation strategy determines to what degree and in what way a firm attempts to use innovation to execute its business strategy and improve its performance.

## II. Translate the following into English.

著名的预言家 Geoffrey Moore 说道：“永远创新既不是口号也不是意愿，而是不得不做的事情。”那是因为为获得盈利性增长的战斗变得越来越残忍。你今天发明的任何东西马上就会被他人复制——其结果很可能是他的产品比你的产品更价廉物美。然而，极少有商人知道自己的竞争优势来自何处以及这些优势怎样随着时间而变化。在这段互动的 90 分钟的时间里，Geoffrey Moore 将与您分享以下方面的实践心得：发现你的竞争优势现在来自哪里，接下来又会来自哪里；识别出哪些差异化会使你在当前的市场中获利最多；改革你企业内部的运作机制来克服那些阻止你大胆创新的阻力。如果你的公司面临这样的挑战：极端低成本竞争者、商品大众化或者行业内的急剧变化，那么，你必须召集你的团队来分享 Geoffrey Moore 所提供的真知灼见，来学习怎样才能在未来快速变化的环境中茁壮成长。

## III. Answer the following questions.

1. Why does the author mention American football?
2. What are the similarities, if there are any, between good coaches and good managers?



3. What will many companies do to approach innovation?
4. What are the principles which can help companies speed through the fuzzy front end of innovation?
5. Why is it good news as well as bad news that companies can choose to play in many different markets?
6. Do you agree with the statement: the more choices, the better?
7. What are the three questions the author asks in order to spot markets that have a high potential for a disruptive approach?
8. How did Dow Corning find a successful growth strategy?
9. What are the reasons that limit markets in various ways?
10. What is the step once a company has identified the market space?
11. What is one way for companies to develop checklists that spell out the market circumstances?
12. Why is it important for a company to look at opportunity from multiple perspectives?

#### IV. Topics for discussion.

1. How to map innovation strategy?
2. Why should we analyze the market from a disruptive perspective?
3. Talk about the checklist that a consumer health care company created.

## 英语写作

### 正规语体和非正规语体

在英语写作中，我们不仅要注意语法是否正确，词汇是否恰当，更应该注意语体是否得体（appropriate）。一般来说，书面语比较正规（formal），而口语比较随便（casual）。因此，在英语写作中，要用正规的书面语。

#### 一、句子结构

##### 1. 用被动语态

*Informal: Please answer this question.*