



中国人民大学 编著

新世纪专业英语系列教材

New Century Subject-oriented English

总主编 张勇先 副总主编 康成翠 杨树臣 白洁

BUSINESS ADMINISTRATION

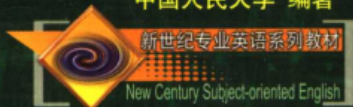
工商管理英语教程

(上册)

主编 张初愚



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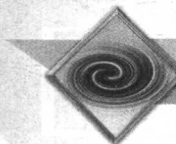
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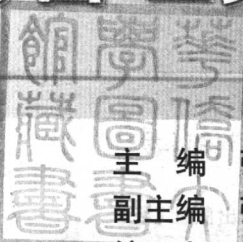
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总序

教育部最新颁布的《大学英语教学大纲》在教学要求中规定：学生在完成基础阶段的学习任务，达到四级或六级后，都必须修读专业英语。《新世纪专业英语系列教材》正是根据《大学英语教学大纲》的要求，为保证大学生英语学习四年不断线而编写的一套教材。

本套教材分《新闻英语教程》、《旅游英语教程》、《法律英语教程》、《国际贸易英语教程》、《财金英语教程》以及《工商管理英语教程》共六个系列。每一系列包括上、下两个分册，每一分册可供一学期(每周四课时)或一学年(每周两课时)使用。主要编写者除了中国人民大学外国语学院骨干教师以及相关院、系的专家外，还特别邀请了北京外国语大学、中国社科院、北京联大旅游学院等单位的专家学者加盟。中国人民大学张勇先教授担任总主编。《新闻英语教程》由白松主编；《旅游英语教程》由王晓彤主编；《法律英语教程》由赵雁丽主编；《国际贸易英语教程》由许葵华主编；《财金英语教程》由韦娜主编；《工商管理英语教程》由张初愚主编。全书由专业英语教师和公共英语教师共同编写，课文译文由英语过硬的专业教师负责把关。

本系列教材具有以下特点：

一、课文选材新，具有时代感。绝大部分文章是近几年发表的，最新的发表于2000年，以使学习者了解各个专业领域的最新发展和最新理念。

二、生词释义采用英汉两种方式。少数

难以用英语解释的词汇直接用汉语释义。这样做的目的在于培养学生查阅原文词典的能力，同时能提高学生对同义词和近义词的记忆能力。所注词汇均为四级以上词汇。

三、教材在内容和语言上贯彻循序渐进的原则。在内容上，上册主要涉及本专业的基本原理和基础知识；下册主要涉及本专业的历史及专家观点，目的在于帮助学生完成从基础到专业的过渡。在语言上，选材从难度、可读性等方面考虑，贯彻由浅入深的原则。

四、考虑到《大纲》对专业英语学时和阅读总量的要求，我们采用了“主”、“副”课文制。对主课文的注释和练习两方面进行了重点处理，用作教师课内重点讲解的内容；副课文主要供学生课后自学，从而对主课文从语言到知识两方面起到巩固作用。

五、本教材以强调整理解的准确性及学生的应用能力为突出特点。在注意帮助学生扩大词汇量，特别是专业英语词汇的同时，帮助学生提高阅读有关专业的原版教科书、参考书及其它参考资料的能力、听懂与专业有关内容的能力、能用英语进行有关专业内容的一般性的会话或讨论的能力及写和译的能力。因此，我们精心编写了包括文章理解及语言应用方面的大量练习。为了巩固和提高学生的听说能力，每一单元后的练习中都设有 Role Play 和 Listening and Speaking 的练习。全套教材均配有由外籍专家朗读的录音磁带。

六、为方便自学，书后提供了主课文的参考译文和练习答案。

七、全套六种教材在遵循总的编写原则的同时，又根据各自课程的特点自成体系。

我们热切地期待着广大师生对本套教材的批评和建议。

编者

2003年3月



前 言

全球一体化的热潮对我国的英语教学在广度与深度方面都提出了新的更高的要求。高校的专业英语教学更是首当其冲。编辑这套《工商管理英语教程》正是为了适应新形势下的新需求。

为了尽可能满足学校与社会的需要,同时适应我国高校在校生的实际状况,我们在编写教材中注意了把握以下几个要点:

1. 选材新。

本书中 80% 的内容选自最近新出的英语原版著作。

2. 以工商管理为中心内容,选材全面。

上册包括了企业管理的一般理论,比如经理的作用、计划、组织、领导、控制以及经济学十大原理。下册包括了对企业职能部门具体业务的描述,比如市场营销、人力资源管理、运营管理、团队工作等。为了增强实际应用性,我们在上册最后单元编排了商业宣讲,在下册最后单元编排了企业招聘面试。

3. 内容丰富。

每单元有正课文一篇,副课文两篇,理论与实例并茂。主课文用作教师课堂上重点讲解,副课文供学生课后自学,以利于学生既能严谨细致地学习,又能有充足的材料浏览,拓宽视野。

4. 练习类型多样,形式活泼。

听、说、填、选、翻译、写作,难易兼顾,以供根据不同情况选择使用,帮助学生掌握并巩固所学内容。

5. 主要部分选材水平适中,深入浅出,避免了晦涩艰深。

本书重点不是放在加强学生钻研高深理论的能力上,而是帮助学生建立坚实的工商管理专业基础,并掌握用英语表达专业内容的技能。

6. 辅助功能齐备。

本书附录部分提供了练习答案、参考译文、总词汇表和听力原文,从而既可以方便课堂教学,又可以辅助自学者。

7. 生词和短语的注释多数采用英汉双解形式,以利于培养学生以英语思维和用英语表述的能力。生词起点以大学英语四级以上词汇为准。

8. 本书教材的选择和练习的设计体现了不同层次的难度,以方便教师对教材和练习的灵活运用。教师可视学

生具体情况,分别强调阅读理解,口头表达,书面总结,小组讨论以及个人宣讲等不同学习方式。

本书是人大外语系和人大商学院的合作成果,由外语系教师孙凯跃、张秋成,商学院教师张初愚合作编写。

本书主编张初愚,1990年留学英国,获得MBA学位,自1996年回国后,一直担任人民大学商学院专业英语教学任务,同时讲授企业战略管理课程。张初愚在教学过程中潜心钻研,开创了“群谈英语”教学法,帮助学生提高英语口语表达能力和专业内容英语表达能力,荣获人民大学2000年优秀教学成果奖。

上册编写具体分工为:张初愚负责选材、全部课文翻译及总串;张秋成负责第1,2,3,9单元的课文节选及练习与答案;孙凯跃负责4,5,6,7,8,10单元的课文节选及练习与答案;白洁审阅全稿。

尽管我们尽心推敲,仔细检阅,纰漏差错仍在所难免,恳请各方学者、专家和热心读者不吝赐教。

编者

2003年3月

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Unit 1

What is a Manager?

Effective managers are essential to any organization's overall success, regardless of whether it is a global giant or a small start-up enterprise. Indeed, having talented people is so important to the success of a business that *Fortune* magazine includes "the ability to attract, develop, and keep talented people" as one of the key factors used to establish its list of Most Admired Companies.^①

Effective managers must pay attention to what goes on both inside and outside their organizations. Regardless of where their attention might be focused at any particular time, managers are part and parcel of organizational settings. Profit-oriented businesses are one type of organizational setting in which managers are found, but they aren't the only one. Undoubtedly, you could write your autobiography as a series of experiences with organizations such as hospitals, schools, museums, sports teams, stores, amusement parks, restaurants, orchestras, community groups and clubs, government agencies, and others. Some of these organizations were small, and others were large. Some were for-profit companies, and others were nonprofit organizations. Some offered products, some offered both products and services, and others offered only services, some were well managed, and others struggled merely to survive.

We refer to such a group of people as an organization because each has a structure and strives to achieve goals that individuals acting alone could not reach.^② All organizations strive to achieve specific goals, but they don't all have the same goals. For example, a goal at Southwest Airlines^③ is to offer on-time service at the lowest prevailing price to



increase its market share. A goal at Polaroid® is to create innovative cameras, whereas at Minolta® a goal is to produce high-quality lenses for cameras and other optical devices.

Regardless of an organization's specific goals, the job of managers is to help the organization achieve those goals. In this book, we look at managers in organizations of all types and sizes that have many different goals and many different ways of achieving their goals. Our primary purposes are to help you understand how managers accomplish their goals and to help you develop some of the managerial competencies that you will need to be effective in whatever types of organizations you find yourself. Many—indeed, most—of these competencies will be useful to you even if you never have a job with the word manager in the title.®

→ What is a manager?

Up to now we've been talking about managers for so long, and next it's time to clarify exactly what the term means. A manager is a person who plans, organizes, directs, and controls the allocation of human, material, financial, and information resources in pursuit of the organization's goals. The many different types of managers include department managers, product managers, account managers, plant managers, division managers, district managers, and task force managers. What they all have in common is responsibility for the efforts of a group of people who share a goal and access to resources that the group can use in pursuing its goal.

You don't have to be called a manager to be a manager. Some managers have unique and creative titles, such as chief knowledge officer (a person in charge of training and development) and chief information officer (a person in charge of information systems). People with the job titles of chief executive officer (CEO), president, managing director, supervisor, and coach also have the responsibility for helping a group of people achieve a common goal, so they too are managers.

Most employees contribute to organizations through their own individual work, not by directing other employees. Journalists, computer programmers, insurance agents, machine operators, newscasters, graphic



designers, sales associates, stockbrokers, accountants, and lawyers are essential to achieving their organizations' goals, but many people with these job titles aren't managers.

What sets managers apart, if not their job titles? Simply put,^⑦ the difference between managers and individual contributors is that managers are evaluated on how well the people they direct do their jobs. Consider Jennifer Laing, for example. In 1997, she left her position as chairwoman of the London office of Saatchi & Saatchi Advertising Worldwide^⑧ to become chief executive of its North American operations. Her new responsibilities included supervising the accounts^⑨ for some famous brands and landing new accounts. Clearly, all the work that goes into promoting these brands, which generate revenues of more than \$2 billion, can't be done by one person—it takes several thousand. Laing's job is to oversee the efforts of everyone working on all the North American accounts.

An important responsibility of managers such as Laing is to ensure that their groups understand their goals and how achieving their goals is related to the success of their organizations. Saatchi & Saatchi's primary goal is to "make clients' brands famous." While achieving that goal, the company also has the goal of making its own name famous. It achieves these goals by producing excellent advertising for its current clients and by attracting new accounts.

Because managers achieve organizational goals by enabling people to do their jobs effectively and efficiently—not by performing all the tasks themselves—they must find ways to keep employees motivated. Laing describes Saatchi & Saatchi's employees as highly motivated. She gives them credit for the firm's ability to recover from the turmoil it experienced in 1995 when founders Maurice and Charles Saatchi left the firm to open their own shop. The firm's 6200 employees then showed the "desire to prove that the next generation could not only do a good job but a better job." Laing knows that it is her job to keep their motivation high, which she plans to do by providing consistent leadership.



Words and Expressions

start-up <i>a.</i>	新创建的
orient /'ɔ:riənt/ <i>v.</i>	direct the interest of sb. (to sth.) 对某人的兴趣(朝向某事物)进行引导
profit-oriented <i>a.</i>	以盈利为目的的
autobiography /,ɔ:təubai'ɔ:grəfi/ <i>n.</i>	自传
strive /straiv/ <i>vi.</i>	try very hard (to obtain or achieve sth.) (为获得或实现某事物)努力,奋斗
on-time <i>a.</i>	准时的
innovative /,inəu'veitiv/ <i>a.</i>	introducing or using new ideas, techniques, etc. 革新的; 有革新精神的
allocation /,æləu'keifən/ <i>n.</i>	配给; 分配
pursuit /pə'sju:t/ <i>n.</i> (fml)	追求; 寻求
supervisor /'sju:pəvaizə/ <i>n.</i>	管理人; 指导者
newscaster /'nju:zkɑ:stə/ <i>n.</i>	(电视、无线电等的) 新闻播音员
graphic /'græfik/ <i>a.</i>	of visual symbols (eg. lettering, diagrams, drawings) 文字的; 书写的; 图表的; 绘画的
stockbroker /'stɔ:kbrəukə/ <i>n.</i>	股票经纪人
turmoil /'tɜ:mɔil/ <i>n.</i>	(instance of) great disturbance, agitation or confusion 骚动; 混乱
part and parcel of sth.	an essential part of sth. 主要部分; 重要部分
in pursuit of	追求某事物
give credit for	praise; approve 称赞; 表扬

Notes

- Indeed, having talented people is so important to the success of a business that Fortune magazine includes "the ability to attract, develop, and keep talented people" as one of the key factors used to establish its list of Most Admired Companies. Include...as 把...作为; used to establish... 过去分词短语, 作 factors 的后置定语。
- We refer to such a group of people as an organization because each has a structure and strives to achieve goals that individuals acting alone could not reach. refer to...as 把...叫做; individuals acting alone 单独行动的个人
- Northwest Airlines 美国西北航空公司, 是美国最大的航空公司之一, 成立于1926年。它是美国第一个开辟国际航线的公司, 已为北美和亚洲之间的旅行提供了五十多年的服务。
- Polaroid 宝丽来公司, 是世界上一次成像摄影的领导者。公司的主要产品是一次成像胶片和数码照相机。



5. Minolta 美能达公司,生产照相机具有悠久的历史,公司的前身是与德国人合作的私人企业,创建于1928年。1931年,企业改组成立了日本人独资的MOLTA公司。1933年,公司生产的照相机正式定名为Minolta。1937年,公司重组,成立了颇有实力的千代由光学精工股份公司,生产航空相机和其他的光学仪器。1949年,公司开始生产35mm镜头快门相机,1958年开始生产35mm单反相机。1962年,公司生产的35mm镜头快门相机——Minolta Himatic用于美国的宇宙飞船上。从此,美能达照相机的知名度大大提高。20世纪60年代,我国的海鸥DF相机就是按Minolta SR-2型相机仿制的。1985年,美能达公司推出的Minolta α -7000AF单反相机以压倒的优势登上了世界35mm单反相机的顶峰。
6. a job with the word manager in the title 译为:名称当中有“经理”字样的工作。
7. simply put 简单说来
8. Saatchi & Saatchi Advertising Worldwide 莫里斯·萨奇和查尔斯·萨奇两兄弟自1970年开办公司以后,进行了16年狂喜的收获:他们建立了世界上最大的经营联合大企业,永久地改变和重新定义了美国的广告前景。萨奇公司大举入侵美国,进行疯狂地兼并,席卷了数十家公司,同时也包括一些研究、直销、促销和顾问公司。萨奇的财务总监马丁·索里尔于1986年离去,创办了WPP集团,1987年兼并了智·威·汤逊广告公司,建立起了一个与之竞争的经营公司网络。1995年,萨奇公司的经理们起来反对两兄弟的过度花费,并把两人从这个几十亿美元的控股公司驱逐出去。随即萨奇兄弟俩在伦敦创立了M&C萨奇公司。萨奇兄弟公司留存下来的时候,WPP集团发展成为位居前三名的控股公司。
9. account 这里意为客户,尤指与商行经常有业务往来,因而拥有分类帐户名称的客户。其余额通过交付对帐单结清,或于商定的日期结清。

Exercises

◆ I. Discussion questions:

1. Why does *Fortune* magazine include “the ability to attract, develop, and keep talented people” as one of the key factors used to establish its list of Most Admired Companies?
2. Why are Profit-oriented businesses one but not the only one type of organizational setting in which managers are found?
3. What do the different kinds of managers have in common?
4. What is an organization?
5. What is a manager?
6. What is the difference between managers and individual contributors?



◆ II. Fill in each of the blanks with an appropriate word or phrase from the box. Change the form if necessary.

strive autobiography graphic allocation innovative
 newscasters start-up supervisors turmoil on-time orient
 part and parcel of sth. give credit for in pursuit of

1. Adrian was in charge of the _____ of available funds.
2. After twenty years' hardships and sufferings, he began to write his _____.
3. The job of _____ involves a lot of tension and practice.
4. Many _____ enterprises became bankrupt because of the scarcity of funds.
5. In order to be famous, he _____ to improve his performance.
6. Our firm is _____ towards the export side of the business.
7. The _____ delivery of goods is required in the contract.
8. University students must show essays to their _____ at the end of this term.
9. The country was in a _____ during the strike.
10. The _____ displays will be helpful to illustrate the increase of the output.
11. Companies cannot survive fierce competitions without _____ personnels.
12. Keeping the accounts is _____ of my job.
13. There were many people travelling about the country _____ work.
14. At least _____ him _____ trying even though he did not succeed.

◆ III. Translate the following words or phrases into English:

1. 社团(社会,共同体,社区)
2. 首席执行官
3. (政府或国际机构的)部,处
4. 常务董事(相当于总经理)
5. 流行价格
6. 监督员(基层经理)