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SERIES OF
SPECIALIZED ENGLISH IN
ECONOMICS AND
BUSINESS

工商管理英语

Gongshang Guanli Yingyu

(修订第二版)

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为了给心怀梦想的人们以切实的帮助,我们专门聘请了一批在有关专业上学有所长的人士来编写我们的这套丛书。编写者中,既有高等院校的专家学者,也有来自政府外经贸管理部门的专业骨干,还有富于实践经验的相关专业从业人员。

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一个掌握专业英语的完整体系,改变了以往专业英语书籍要么阅读过多,要么全是句式的模式,更便于读者对专业英语的学习。

3. 我们这套丛书的另一个重要特点是英语的原汁原味。书中所选句式和阅读材料多是编写者从他们搜集整理的英语国家专业资料中选取的,不仅句式地道,且从实践考虑,有一定的难度,因此很适合有志于提高专业英语水准的读者学习。

学海无涯。尽管编著者和出版者倾尽了心力,但仍不敢保证丛书的完美无瑕,谨请读者批评指正。

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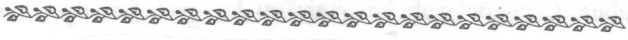
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FOREWORD



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.

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 experience with organizations such as hospitals, schools, museums, sport 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. All organizations strive to achieve specific goals, but they don't all have the same goals. For example, a goal at Southwest Airlines 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 are managers, too.

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, 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 to become chief executive of its North American operations. Her new responsibilities included supervising the accounts 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 6 200 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 plants to do by providing consistent leadership.

What Is Management?

If managers are the people responsible for making sure that an organization achieves its goals, what does the term management mean? In every usage, people often refer to management as a group of managers in an organization. For example, the CEO and other high-level executives often are referred to as top management. The managers under them may be referred to as middle management, and

so on.

The term management can also be used to refer to the tasks that managers do. These tasks include planning, organizing, leading, and controlling the work of an organization. Business managers at General Electric (GE) plan, organize, lead, and control activities to ensure that their particular businesses are ranked either first or second against all competitors. CEO Jack Welch has a clear strategy to make GE success. Part of this strategy is to improve continuously the quality of GE products and services.

In this book, we use the term management to refer to the tasks or activities involved in managing an organization: planning, organizing, leading, and controlling. As you will see, people in many different jobs may be expected to do some management tasks, even if that isn't their main focus. For example, quality control programs such as the one at GE involve employees throughout the entire organization in developing plans for improving quality. When GE Capital Services looks for ways to reduce errors in the bills it sends to credit card customers, managers enlist the help of billing clerks and data processors. They will be empowered to reorganize some of their work and be expected to continue to look for new ways to control quality. In other words, they will be doing some management tasks, but they won't become managers. We reserve the term manager for people in jobs that involve primarily management tasks.



Scope of Management

There are many types of managers and many ways in which

managerial jobs differ from each other. One difference is the scope of the activities being managed. The scope of activities performed by general managers is quite broad.

Functional managers supervise employees having expertise in one area, such as accounting, human resources, sales, finance, marketing, or production. For example, the head of a payroll department is a functional manager. That person doesn't determine employee salaries, as a general manager might, but makes sure that payroll checks are issued on time and in the correct amounts. Usually, functional managers have a great deal of experience and technical expertise in the areas of operation they supervise. Their success as managers is due in part to the detailed knowledge they have about the work being done by the people they supervise, the problems those people are likely to face, and the resources they need to perform well.

General managers are responsible for the operations of a more complex unit, such as a company or a division. Usually they oversee the work of functional managers. General managers must have a broad range of well-developed competence to do their jobs well. These competences can be learned through a combination of formal training and various job assignments, or they can be learned simply in the course of trying to adapt and survive in a chosen area. Being adaptable enough to solve whatever problems he ran into along the road to success was the approach Alan Young took on the way to becoming one of the best auto dealers in Texas. Although Young's domain is small, his job has all the complexity of that of a general manager. He oversees all marketing functions, including advertising campaigns and sales; he manages the financial side of the business; he is active in the community as a member of the Ft. Worth Chamber

of Commerce and other civic organizations; and he sponsors a high school basketball tournament.

What Managers Do

As we've described the various types of managers, we've given you some idea of what managers do. But these few examples don't show the whole picture by any means. Let's now consider systematically what managers do—the functions they perform and the specific tasks included in these functions.

The successful manager capably performs four basic managerial functions: planning, organizing, leading, and controlling. However, as you will see, the amount of time a manager spends on each function depends on the level of the particular job. After further describing each of the four general managerial functions, we consider in detail the differences among managers at various levels in organizations.

Regardless of their level, most managers perform the four general functions more or less simultaneously—rather than in a rigid, preset order—to achieve organizational goals. In this section we briefly examine the four functions without looking at their interrelationships. However, throughout this book we refer to those interrelationships to help explain exactly how managers do their jobs.

Planning. In general, planning involves defining organizational goals and proposing ways to reach them. Managers plan for three reasons:

- to establish an overall direction for the organization's future, such as increased profit, expanded market share, and social

responsibility;

- to identify and commit the organization's resources to achieving its goals;

- to decide which tasks must be done to reach those goals. The quality control program that Jack Welch recently began at GE is a good example of what planning involves.

Organizing. After managers have prepared plans. They must translate those relatively abstract ideas into reality. Sound organization is essential to this effort.

Organizing is the process of creating a structure of relationships that will enable employees to carry out management's plans and meet organizational goals. By organizing effectively, managers can better coordinate human, material, and information resources. An organization's success depends largely on managers' ability to utilize those resources efficiently and effectively.

Organizing involves creating a structure by setting up departments and job descriptions. For example, the U. S. Postal Service uses a different type of structure than does UPS. At the U. S. Postal Service, most employees think of themselves as production workers, and the degree of job specialization is low. Relatively little attention is paid to the marketing function. Most of the decisions are made by top managers, with mail carriers and postal clerks having little to do with decision making. Carriers and clerks are promoted to other jobs as they gain seniority.

In contrast, UPS is organized into two distinct divisions: airline and ground carrier. At UPS, the degree of job specialization is high. The truck drivers don't fly planes and the pilots don't drive trucks. Parcel sorters are located in major hubs around the world and sort parcels for delivery by drivers, who have the most customer contact.

Leading. After management has made plans, created a structure, and hired the right personnel, someone must lead the organization. Leading involves communicating with and motivating others to perform the tasks necessary to achieve the organization's goals. Leading isn't done only after planning and organizing end; it is a crucial element of those functions. When Brian Coleman, a manager at Ford Motor Company's plant in Dagenham, England, was asked to lead his unit to produce higher quality, he understood that this task required planning, organizing, and leading simultaneously. With the goal clear in his mind, he organized a team that included several managers and a union official who then was asked to select several shop floor employees to join the team. Coleman and his team collaboratively planned how to proceed in order to reduce defects and warranty claims.

Controlling. The process by which a person, group, or organization consciously monitors performance and takes corrective action is controlling. Just as a thermostat sends signals to a heating system that the room temperature is too high or too low, so a management control system sends signals to managers that things aren't working out as planned and that corrective action is needed, Phil Knight is CEO of Nike, the global athletic apparel and shoe company based in Oregon, with annual sales of more than \$9.1 billion. Knight believes that Nike's success is due to its competitive spirit, ability to respond to customers' needs with diverse and genuine products, and its control procedures. In the control process at Nike and elsewhere, managers?

- set standards of performance;
- measure current performance against those standards;
- take action to correct any deviations;

- adjust the standards if necessary.

Nike establishes budgets for each shoe line, such as cross training, aerobic, walking, basketball, and football, and holds its managers responsible for meeting production and financial goals. If a shoe line can't meet its goals, the line is replaced. Knight spends a lot of time travelling globally, visiting retailers. He learns what customers want in terms of product quality, performance, and price. He uses this knowledge when setting performance standards for the firm. At the same time, he reinforces the message that a retailer in Singapore or Shanghai is just as important as one in New York City and that every consumer can count on a consistent commitment to quality.