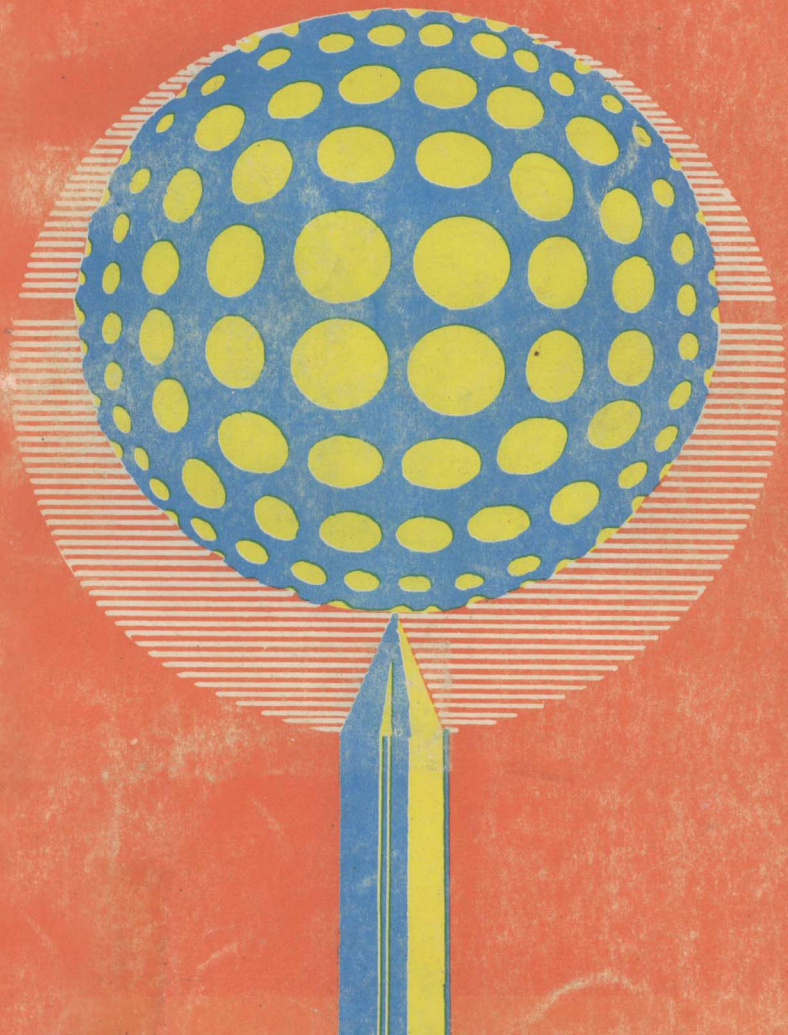


# 现代管理英语选读

SELECTIONS OF MODERN MANAGEMENT

主编 董黎明 罗爱琼 汪寒



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Selections of Modern Management

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## 内 容 简 介

本书的 25 篇材料大都选自国外新近出版的有关管理学方面的教科书和刊物。本书选材范围广、内容丰富,涉及到国外现代管理活动和理论的各个方面,且选题内容相对完整,读者能对各选题概貌有比较清晰的了解。本书语言通俗易懂,对于一些专业性较强的词汇、习惯用语及难句都给予相应的注解或译文。此外,每课课文后都附有若干归纳性较强的思考题或讨论题。本书课文按易难渐进的原则编排,因每个专题自成体系,读者可按自身的程度来选用。

本书可作为大中专院校管理专业学生的阅读教材和其它专业学生的辅助性阅读教材,也可作为具有一定英语水平的业务人员自学之用。

## 《现代管理英语选读》编委会

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# 前 言

《现代管理英语》是为大专院校管理专业的师生和企业管理人员编写的。考虑到许多学习管理学的人由于语言局限，无法直接阅读西方管理学原著和文献，我们特编写这本阅读教材，帮助读者提高阅读专业英语的能力，从而能更好地了解西方管理学知识。

本书较系统地介绍了西方管理学的基本概念和原则，此外，还介绍了西方各类不同的管理方法以及西方管理学的发展。

为了使读者能有效提高阅读专业英语的能力，本书在编写过程中注意突出以下四个特点：

**取材新颖：**本书的课文均选自目前管理水平较高的国家所使用的管理学教科书或普及读物，经过适当的压缩、编排和注释，从而为读者提供了一条学习和了解现代西方管理知识的捷径。

**编排紧凑：**经过适当的编排，虽然每课篇幅有限，但内容丰富、主题清晰、概念新颖，便于读者理解和记忆。

**难度适宜：**由于每课之后均附有注解和疑难句子的翻译，亦由于编者对原文语言和内容的处理适当，使得具有一定英语基础的读者均可借助词典顺利地阅读本书。

**灵活性强：**本书的编写既考虑到初学者了解管理学知识的愿望，又照顾到有经验的管理人员提高和改进管理工作的需求。因此，课文中既有对管理学基本概念和原则的介绍，又

有较深的管理理论和管理方法的内容。而且,在编写过程中,编者还注意到提高读者的阅读水平的问题,在每篇课文后都附有阅读理解和分析的内容,从而帮助读者在学习管理学知识的同时,提高自己的阅读能力和分析能力。

由于我国和西方的政治、经济制度不同,文化、社会背景不同,因此,在管理方法和理论方面都有一定的差异。我们希望读者能本着“洋为中用”的态度来批判学习。

一个国家落后的重要原因之一是管理水平低下,而管理人员的素质直接影响到管理水平。我们衷心希望本书能给读者一些新的观点和启发,增强管理意识,为缩小我国与发达国家的管理水平上的差距略尽微薄之力。

本书由广州对外贸易学院邹启明老师审阅,特此致谢。由于编者水平所限,错误在所难免,望读者原谅并指正。

编者

1991年10月

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# Lesson One

## Managers and Management

### Who are managers?

Managers work in a place we call an organization. Therefore, before we can identify who managers are, it is important to clarify what we mean by the term organization.

An organization is a systematic arrangement of people to accomplish some specific purpose. Your college or university is an organization. So are government agencies, churches, department stores and business corporations. The reason that these are all organizations is that they all have three common characteristics. First, each has a distinct purpose. This purpose is typically expressed in terms of a goal or set of goals. Second, each is composed of people. Third, all organizations develop some type of systematic structural arrangement that defines and limits the behavior of its members. This would include, for example, the creation of rules and regulations, identifying some members as "bosses" and giving them authority over other members, or writing up job descriptions so members know what they are supposed to do. So, when we use the term organization, we are talking about some en-

tity that has a distinct purpose, includes people or members, and contains some type of systematic structure.

Managers work in organizations, but not everyone in an organization is a manager. For simplicity's sake, we can divide organizational members into one of two categories—operatives or managers. Operatives are those who work directly on some job or task and have no responsibility for overseeing the work of others. In contrast, managers are unique from operatives singularly because managers direct the activities of other people. Managers may have some operative responsibilities. Our definition presumes that a manager has subordinates. Also, we classify managers as either first-line, middle, or top. First-line managers are usually called supervisors. Middle managers may have titles such as department or agency head, project leader, unit chief, district manager, dean, or division manager. Top managers typically have titles such as vice-president, president, managing director, chairman of the board.

### **What is management and what do managers do?**

When we use the term management, we mean the process of efficiently getting activities completed with and through other people. The process represents the functions or primary activities engaged in by managers. These functions are typically labeled planning, organizing, leading, and controlling. We will give a brief explanation of each of these later.

Efficiency is a vital part of management. It refers to the relationship between inputs and outputs. If you get more output for a

given input, you have increased efficiency. Similarly, if you get the same output from less input you again increase efficiency. Since managers deal with input resources that are scarce—money, people, equipment—they are concerned with the efficient use of these resources. Management, therefore, is concerned with minimizing resource costs.

It is not enough to be merely efficient. Management is also concerned with getting activities completed; that is, it seeks effectiveness. When managers achieve their organization's goals, we say they are effective. So efficiency is concerned with means, and effectiveness with ends.

Efficiency and effectiveness are interrelated. For instance, it is easier to be effective if one ignores efficiency. Seiko could produce more accurate and attractive watches if it disregarded the labor and material input costs. Some U. S. federal agencies have been regularly attacked on the ground that they are reasonably effective but extremely inefficient. That is, they get their job done but at a very high cost. So management is not only concerned with getting activities completed (effectiveness), but doing so as efficiently as possible. High efficiency is more typically associated with high effectiveness. And when we see examples of poor management, it is most often a case of both inefficiency and ineffectiveness, or effectiveness achieved through inefficiency.

### **Management functions**

The basic management functions are: planning, organizing, leading, and controlling. Let's briefly define what each of these

functions encompasses.

### 1. Planning

Since organizations exist to achieve some purpose, someone has to define that purpose and the means for its achievement. Management is that someone. The planning function encompasses defining the organization's goals, establishing an overall strategy for achieving these goals, and developing a comprehensive hierarchy of plans to integrate and coordinate activities.

### 2. Organizing

Managers are also responsible for designing the organization's structure. We call this function organizing. It includes the determination of what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

### 3. Leading

Every organization contains people, and it is management's job to direct and coordinate these people. This is the leading function. When managers motivate subordinates, direct the activities of others, select the most effective communication channel, resolve conflicts among members, or overcome members' resistance to change, they are engaging in leading.

### 4. Controlling

The final function managers perform is controlling. After the goals are set; the plans formulated; the structural arrangements delineated; and the people hired, trained, and motivated, there is still the possibility that something may go amiss. 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 is management's job to get the organization back on track. This monitoring, comparing, and potential correcting is what we mean when we refer to the controlling function.

### **Why study management?**

Many young people are planning a career in management. It may be in personnel management, operations management, financial management, marketing management, engineering management, or in some other area, eventually leading to a position with managerial authority. For individuals with such plans, an understanding of basic management concepts, such as presented in this book, will establish a foundation for further study and practice. But it would be naive to assume that everyone who studies management is planning a career in management. A course in management may be a requirement for the degree you want. But does that make the material in this book irrelevant? No, not at all! Assuming you plan on working for a living and recognizing that almost all of us work in organizations, you face the reality that you will either manage or be managed. For those in the latter category, you can gain a great deal of insight into the way your boss behaves and into the internal workings of organizations through the study of management. You don't have to want to be a manager to gain something relevant from the study of management!

## Words and Expressions

manager	n.	经理, 管理人员
management	n.	管理, 经营, 资方
organization	n.	组织, 团体, 机构
identify	v.	认出, 识别
clarify	v.	澄清, 阐明
in terms of		在……方面, 从……方面来说
be composed of ....		由……组成
be supposed to do sth.		应该做某事
function	n.	功能, 职能
planning	n.	计划, 规划
organizing	n.	组织
leading	n.	领导
controlling	n.	监督, 控制
efficiency	n.	效率
effectiveness	n.	效果, 效力
be concerned with ....		与……有关, 对……关心
interrelate	v.	相互联系
disregard	v.	不顾, 不理, 漠视
associate with		联系, 联合
encompass	v.	包括, 包含
overall strategy		总体战略
comprehensive	a.	全面的, 全盘的, 综合的
hierarchy	n.	层次, 阶级
integrate	v.	使一体化



coordinate	v.	使协调
motivate	v.	激发, 调动 (积极性)
subordinate	n.	下级
communication channel		信息交流渠道
formulate	v.	制定
delineate	v.	描画出
go amiss		出差错
monitor	v.	监控, 检查
performance	n.	工作执行 (完成) 情况
deviation	n.	偏差
get....back on track		使.....回归正轨
potential	a.	有可能的
personnel management		人事管理
operations management		运筹管理
financial management		财务管理
marketing management		销售管理
engineering management		工程管理
basic management concept		管理学基本概念
establish a foundation for ....		为.....打下 (建立) 基础
gain an insight into ....		对.....有所了解
internal workings of an organization		组织 (机构) 的内部运行
relevant	a.	有关的, 恰当的

## Notes

1. An organization is a systematic arrangement of people to ac-