Veadings
in Business
English (I)

# 商务英语阅读(山)

江春 刘宝成 主编

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## Readings in Business English (I)

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### 前言

#### 为什么要编写这套读物?

学习语言是一定要下功夫的,但是不一定要吃苦,相反,它可以是一种乐趣。这种乐趣不仅仅在于它的结果,其实结果并不重要,而关键在于过程的乐趣。如何能在这个过程中找到乐趣呢? 当务之急是要找一本好的读物,这样的读物无论在内容还是在体例上首先要有趣味,其次要容易,而且要循序渐进,因为学语言不能打攻坚战。换言之,学习语言就好比练习驾车,我们都能想象的出在一个没有章法的教练指导下开着一辆破旧的大卡练车的滋味。

我们设定这套读物的读者不仅是那些为学外语而学外语的人士,而且是那些对商务世界感兴趣的人士。其实,在商务渗透到我们生活的各个角落的今天,了解商务已经不是那些矢志经商的人士的专利了,因此这套读物尽管始终围绕商务这一主线,它同时提供了一个多元的视角来帮助读者理解世间万象。

#### 这套读本的体系和内容

本套书分为上、下两册,涵盖了8个商务专题,全部用英文编写。每篇文章由3部分组成。 1)文章导读;2)阅读欣赏;3)注释讲解。力求知识前沿、内容有趣、语言地道、图文并茂。 每个专题都是整体读本体系的一部分,但又自成体系。它试图介绍商务某一领域的新知识、新发展、新观念。每个商务主题的中英文标题为:

- ——迈人管理新世纪(Managing into the 21st Century)
- ——沟通、沟通、再沟通(Enhancing Business Communications)
- ——商战无国界(Doing Business Across Borders)
- ----穿越多元文化(Working Through Cultural Diversities)
- ——精彩的广告世界(Living in the Vibrant World of Advertising)
- ——金融世界 让数字说话(Letting Figures Talk in the World of Finance)
- —— 营销的艺术: 理智与情感(The Art of Marketing: Sense and Sensitivity)
- ——在法律下生存和竞争(Living and Surviving Under the Law)

#### 此套读本的定位和特色

此套读物专门为大学本科英语专业三、四年级学生所设计,供他们做英语泛读教材。可在两年内全部读完。亦可作为商务英语专业本科、研究生、MBA 高级商务英语课程的阅读教材。此外,它还是出国商务培训、出国学位学习培训和公司商务英语培训的理想阅读教材。参加 BEC 考试、商务师资格考试及其他商务类出国考试的考生也可将此教材作为系统商务知识的补充和语言阅读能力的提高教材。而大学本科以下、以上的学生或其他已从事商务工作的英语爱好者也可以阅读。

#### 此套丛书的特点为:

- ---语言浅显易懂并涵盖了商务英语各方面的必要词汇;
- ----内容丰富有趣,包括了商务领域的方方面面;
- ---编写者兼具商务知识、语言优势、教学理论与实践经验:
- ——石双鸟,厚积薄发。既学语言又学商务。

编 者 2005 年 6 月于惠园

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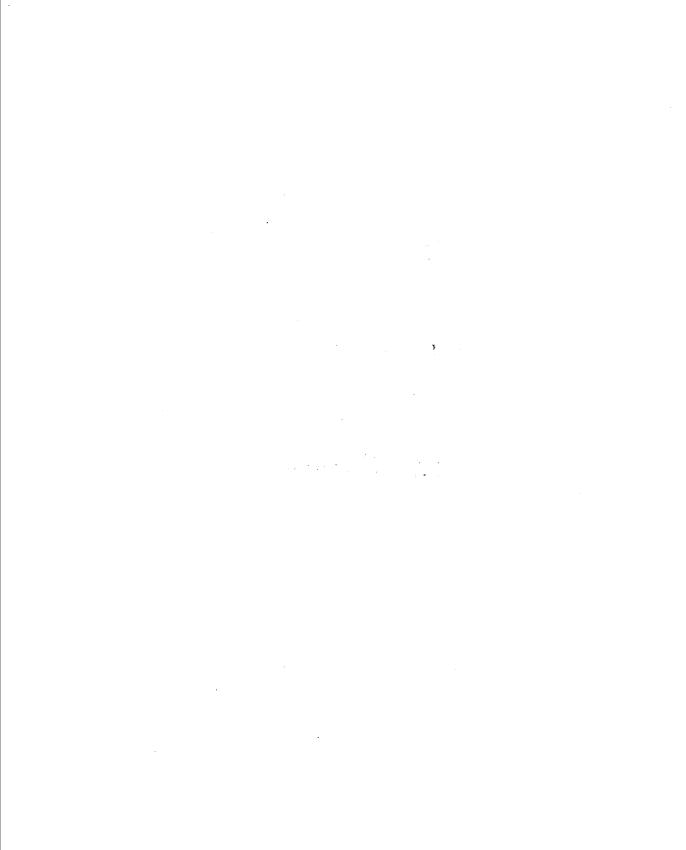
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# Managing into the 21st Century

## 迈入管理新世纪

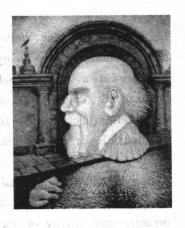




# The Key Management Theories



管理活动源远流长,人类进行有效的管理活动已有数千年的历史,但从管理实践到形成一套比较完整的理论则是一段漫长的历史发展过程。18世纪到19世纪的工业革命使以机器为主的现代意义上的工厂成为现实,工厂以及公司的管理越来越突出,越来越多地涉及管理方面的问题,管理学开始逐步形成。这个时期的代表人物有亚当·斯密(Adam Smith 1723-1790)、大卫·李嘉图(1772-1823)等。管理学形成后又分为三个阶段:古典管理理论阶段(20世纪初到20世纪30年代,它在行为科学学派出现前)、现代管理理论阶段(20世纪初到20世纪30年代到20世纪80年代,主要指行为科学学派及管理理论丛林阶段)和当代管理理论阶段(20世纪80年代至今)。





#### 阅读欣赏

The roots of modern management lie with a group of practitioners and writers who sought to

formulate rational principles that would make organizations more efficient. They set the theoretical foundations for a discipline called management.

It was widely accepted that modern management theory was born in 1911, the year that Frederick Winslow Taylor's *The Principles of Scientific Management* was published. Its contents were later widely practiced by managers throughout the world. This book described the theory of scientific management — the use of the scientific method to define the "one best way" for a job to be done. The studies conducted before and after the book's publication would establish Taylor as the father of scientific management<sup>2</sup>. He spent more than two decades pursuing with a passion the "one best way" for each job by applying scientific method. Using scientific management techniques, Taylor was able to define the one best way of doing each job. He could then select the right people for the job and train them to do it precisely in this one best way. To motivate workers, he favored incentive wage plans. Overall, Taylor achieved consistent improvements in productivity in the range of 200 percent or more, and he reaffirmed the function of managers to plan and control and that of workers to perform as instructed<sup>3</sup>.

Henri Fayol and Max Weber were two important individuals who helped to develop the general administrative theory. Their contribution lies in the fact that they have designated management as a universal set of activities — specifically, planning, organizing, commanding, coordinating, and controlling. Fayol described the practice of management as distinct from accounting, finance, production, distribution, and other typical business functions. He argued that management was an activity common to all human undertakings in business, in government, and even in the home. He then proceeded to state 14 principles of management — fundamental or universal truths — that could be taught in schools and universities. Max Weber developed a theory of authority structures and described organizational activity on the basis of authority relations. He described an ideal type of organization that he called a bureaucracy, characterized by division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships.

Many people in the nineteenth and the early part of the twentieth century recognized the importance of the human factor to an organization's success. Without question, the most important contribution to the human resources approach to management came out of the

Hawthorne studies<sup>5</sup> undertaken at the Western Electric Company's Hawthorne Works in Cicero, Illinois. Scholars generally agree that the Hawthorne studies, under the leadership of Elton Mayo, had a dramatic impact on the direction of management thought. Mayo concluded that behavior and sentiments are closely related<sup>6</sup>, that group influences significantly affect individual behavior, that group standards establish individual worker output, and that money is less a factor in determining output than are group standards, group sentiments, and security. These conclusions led to a new emphasis on the human factors in the functioning of organizations and the attainment of their goals. They also led to increased paternalism by management.

Members of the human relation movement uniformly believed in the importance of employee satisfaction — a satisfied worker was believed to be a productive worker. Among the advocates, two stood out<sup>7</sup>. Abraham Maslow, a humanistic psychologist, proposed a hierarchy of five needs<sup>8</sup>: physiological, safety, social, esteem, and self-actualization. In terms of motivation, Maslow argued that each step in the hierarchy must be satisfied before the next level can be activated and that once a need was substantially satisfied, it no longer motivated behavior. Douglas Mcgregor is best known for his formulation of two sets of assumptions — Theory X and Theory Y — about human nature. Theory X presents an essentially negative view of people. It assumes that they have little ambition, dislike work, want to avoid responsibility, and need to be closely supervised to work effectively. On the other hand, Theory Y offers a positive view, assuming that people can exercise self-direction, accept responsibility, and consider work to be as natural as rest or play. McGregor believed that Theory Y assumptions best captured the true nature of workers and should guide management practice<sup>9</sup>.

The quantitative approach to management, sometimes referred to as operations research (OR) or management science, evolved out of the development of mathematical and statistical solutions to military problems during World War II. After the war, many of the quantitative techniques that had been applied to military problems were moved into the business sector. One group of military officers joined Ford Motor Company in the mid-1940s and immediately began using statistical methods to improve decision making at Ford. What are quantitative techniques, and how have they contributed to current management practice? The quantitative approach to management includes applications of statistics, optimization models, information models, and

computer simulations. Linear programming<sup>10</sup>, for instance, is a technique that managers can use to improve resource allocation. Work scheduling can become more efficient as a result of critical-path scheduling analysis. Decisions on determining optimum inventory levels have been significantly influenced by the economic order quantity model.

The mid-1960s began a decade in which the idea that organizations could be analyzed in a systems framework gained a strong following. The systems approach defines a system as a set of interrelated and interdependent parts arranged in a manner that produces a unified whole. Societies are systems and so too, are computers, automobiles, organizations, and animal and human bodies. An organization and its management is a system that interacts with and depends upon its environment. In management terms, we call this relationship dealing with the organization's stakeholders<sup>11</sup>. The manager's job is to coordinate all these parts to achieve the organization's goals. The systems approach also recognizes that organizations do not operate in isolation. Organizational survival often depends on successful interactions with the external environment, which encompasses<sup>12</sup> economic conditions, the global marketplace, political activities, technological advancements, and social customs. Ignoring any of these over a long period of time can be detrimental<sup>13</sup> on the organization.

In recent years the contingency approach 14 (sometimes called the situational approach) has gained popularity. A contingency approach to the study of management is logical. Because organizations are diverse — in size, objectives, tasks being done, and the like — it would be surprising to find universally applicable principles that would work in all situations. Advocates of this approach have been trying to identify the contingency variables. They can have a significant effect on what managers do — that is, on the way work activities are coordinated and integrated.

(Excerpted from the book "Management" 7th Ed. by Stephen P. Robbins and Mary Coulter, Prentice Hall, Inc.)

# 要点注释

- 1. seek to formulate rational principles 设法构想出合理的原理 seek 后接不定式是"试图、企图"之意。formulate 此处应是"想出"的意思。
- 2. establish Taylor as the father of scientific management 确立了泰勒科学管理之父的地位
- 3. He reaffirmed the function of managers to plan and control and that of workers to perform as instructed. 他重新确立了经理的计划和调节的职能,以及工人们按照指导进行工作的责任。
- 4. He then proceeded to state 14 principles of management. 接着他又提出了管理的 14 条基本原则。
  - proceed (with sth) 开始或继续做 proceed from sth 由某事物引起,源于
- 5. Hawthorne Studies: The first break from Frederick Taylor's Scientific Management. It was made as a result of a series of research studies done in the Hawthorne Plant of the Western Electric Company over the period 1927 1932.
- 6. Mayo concluded that behavior and sentiments are closely related. Mayo 得出结论认为行为与态度是紧密联系的。
  sentiments 表示"态度"时常用复数。
- Two stood out. 有两个人最为知名。
   stand out (from sb/ sth) 脱颖而出,远远超过某人
  - e.g. Her work stands out from the rest as easily the best. 她的工作比其他人做的好得多。
  - stand out(from/against) 还有"突出,显眼"的意思。
- 8. proposed a hierarchy of five needs 提出了五个需求的等级理论 propose 还有"打算、计划"之意
  - e.g. I propose an early start tomorrow. 我明天准备早走。
- 9. McGregor believed that Theory Y assumptions best captured the true nature of workers and should guide management practice. McGregor 认为 Y 理论的假定最好地反映了工人的真实本性,应该指导管理实践。
  - capture 捕捉,反映
- 10. linear programming 线性规划。是解决资源分配问题的数量技术,在有限资源的限制

下,找出成本最小或利润最大的数种产出组合方式。变量间必须是先行关系,某一变量的变动会引起另一个变量的比例变动。

- 11. stakeholder 所有相关利益者
  - e.g. stakeholder economy 股东经济(与社会上所有人的利益有关的经济制度)
- 12. encompass 包含或包括
  - e. g. The general arts course at the university encompasses a wide range of subjects. 大学中文科方向包括很多课程。
- 13. detrimental 有害的
  - e.g. The measures had a detrimental effect. 这些措施反而是有害的。
- 14. Contingency approach: Basically, contingency theory asserts that when managers make a decision, they must take into account all aspects of the current situation and act on those aspects that are key to the situation at hand. Basically, it's the approach that "it depends."

# A nit Two

# **Strategic Planning**



战略管理是制定、实施和评价公司的目标,使公司能够达到其目标而进行跨功能决策的艺术与科学。它致力于对市场营销、财务会计、生产作业、研究与开发及计算机信息系统进行综合的管理。它可以被描述为企业进行重大决策的一种客观的、逻辑的和系统的方法。战略管理过程分为3个阶段:

1)战略制定:确定企业任务;认定企业的外部机会与威胁;认 定企业内部优势与弱点;建立长期目标;制定供选择战略。 2)战略实施:要求公司树立年度目标,制定政策激励员工,注 意配置资源。3)战略评价:重新审视内外部因素,这是决定 现时战略的基础;度量业绩;采取纠正措施的改进战略。





阳读欣赏

Strategic planning is a management tool. As with any management tools, it is used for one purpose only — to help an organization do a better job. To be more specific it is used

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