

# 商务英语阅读

## English Readings for Business & Management

黄震华 杨启宁 编著

中央广播电视大学出版社

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## 图书在版编目 (CIP) 数据

商务英语阅读 = English Readings for Business & Management/黄震华, 杨启宁编著. —北京: 中央广播电视大学出版社, 2003. 7

ISBN 7-304-02429-1

I. 商... II. ①黄... ②杨... III. 商务—英语—阅读  
教学—电视大学—教材 IV. H319.4

中国版本图书馆 CIP 数据核字 (2003) 第 065781 号

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出版·发行/中央广播电视大学出版社

经销/新华书店北京发行所

印刷/北京印刷二厂

开本/787×1092 1/16 印张/13.25 字数/328 千字

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版本/2003 年 6 月第 1 版 2003 年 8 月第 1 次印刷

印数/0001—5000

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社址/北京市复兴门内大街 160 号

邮编/100031

电话/66419791

68519502

(本书如有缺页或倒装, 本社负责退换)

网址/http://www.crtvup.com.cn

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书号: ISBN 7-304-02429-1/H·162

定价: 19.00 元

# 前 言

本教材主要是为中央广播电视大学开放英语专科商务英语方向的学生编写的,对同类专业的大专生、中专生及其他自学者来说,也是一本很实用的学习商务英语和商务知识的读物。

“商务英语阅读”课程设置为 72 学时,按照课程的教学设计,本教材共有 18 课,每课有正副课文各一篇,共 36 篇;每 6 课有一套阶段练习题。本课程的教学目的是培养学生通过阅读商务英语文章获取商务信息的基本能力,并在此基础上,培养学生的阅读习惯和阅读技巧,为进一步学习后续的商务英语课程打下良好的基础。

学完本课程,学生应达到如下要求:

1. 熟悉主要商务英语文章类型;
2. 能读懂有关商务活动的一般性报道和评论文章;
3. 能读懂英文原版商务教科书有关章节的大意;
4. 能将一般性英语商务材料译成汉语。

为达到以上目的,本教材课文选自国际通用的商务教科书、新近出版的有关专著和主要英语报刊。与同类阅读教材的选材不同,我们没有将重点放在时文上,而是尽量选用了介绍从事当代国际商务需要掌握的基本知识的文章,扼要反映了美英高校相关专业目前授课的主要内容,如:生产要素、商业组织的性质和结构、企业文化、人力资源管理、营销、国际商务、电子商务、财务管理等。

为便于学生自学,本书的编写采用教辅材料合一的编写方式,即将文字主教材和辅导内容编写在同一本教材里。每课的正课文与副课文内容紧密结合,尽量表现相似的主题。主课文着重于基础知识和原理的介绍,而副课文中所选的材料则丰富和诠释正课文的主题内容。课文附有旁注,内容主要是词汇与语法方面的注解和说明,旨在帮助学生自学。正课文后附有生词表,以及关于专业知识、文化背景和语言难点的注释。课后练习包括关于课文内容的问答、有关语言点的各种形式的习题和段落翻译等。本教材附有词汇索引表和参考答案,还附有 2001 年“财富 500 强”名录,以供查阅参考。

欢迎大家对本教材提出批评和建议,以便此教材的改进和完善,特此致谢。

编 者  
2003 年 4 月

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# Lesson One

## Text A

### Factors of Production

From *Business* by Ricky W. Griffin & Ronald J. Ebert,  
Pseintice-Hall International, Inc. New Jersey, second edition, 1991, pp. 6-7

The basic resources *a business uses to produce goods and services* are called factors of production. They include natural resources, labor, capital, and entrepreneurs.

斜体部分是一个限定性定语从句, 修饰 resources, 其引导词 that (或 which) 在从句中做 uses 的宾语, 在文中被省略。  
mineral deposits: 矿藏

Land, water, mineral deposits, and trees are good examples of natural resources. For example, Exxon Corporation, the world's largest oil company, makes use of a wide variety of natural resources. It must obviously have vast quantities of crude oil to process each year. But Exxon also needs the land where the oil is located, as well as land for its refineries and pipelines.

make use of: 使用, 利用  
crude oil: 原油  
refinery: 炼油厂  
pipeline: 输油管

The people who work for a company represent the second factor of production, labor. *Sometimes called human resources*, labor is the mental and physical capabilities of people. Exxon employs over 150, 000 people worldwide. Carrying out the business of such a huge company requires labor force with a wide variety of skills ranging from managers to geologists to truck drivers.

斜体部分是一个形容词性的短语, 修饰 labor.

*Obtaining and using material resources and labor requires capital, the funds needed to operate an enterprise.* Capital is needed to start any business. Capital is also needed to keep the business operating and growing. Exxon's annual drilling costs alone run into the billions of dollars.

range from A to B: 从 A 延伸到 B。  
geologist: 地质学家  
斜体部分这个句子是动名词短语做主语。作者把 obtaining 和 using 看作是一个东西, 因此动词用了 requires. the funds needed to operate an enterprise 是 capital 的同位语。  
entrepreneur: 企业家

Finally, many economic systems need entrepreneurs to function. Entrepreneurs are those people who accept the opportunities and risks

involved in creating and operating businesses. *They are the people who start new businesses and who make the decisions that allow small businesses to grow into larger ones.* Exxon Corporation started as an entrepreneurial venture. Although it did not acquire its current name until 1973, its roots can be traced to 1862 when John D. Rockefeller and Maurice B. Clark decided to establish a petroleum-refining firm.

(280 words)

斜体部分的这个句中有并列的两个以 who 引出的定语从句。在第二个定语从句里，又含有一个以 that 引出的定语从句修饰 decisions。

venture: (尤指有风险)的商业，企业

be traced to: 追溯到

## New Words

**resource**/rɪ'sɔ:s/n. 资源

**factors of production** 生产要素

**mineral**/mɪnərəl/n. 矿物

**Exxon** 埃克森石油公司

**obviously**/əbviəslɪ/adv. 明显地

**process**/prəʊses/v. 加工

**refinery**/rɪ'faɪnəri/n. 炼油厂

**represent**/repri'zent/v. 代表

**capability**/kə'peɪbəlɪti/n. 能力

**worldwide**/wɜ:ldwaɪd/a.; adv. 遍及全世界的

**geologist**/dʒɪ'ɒlədʒɪst/n. 地质学家

**venture**/ventʃə/n. 风险企业

**trace**/treɪs/v. 追溯到

**service**/sə'vɪs/n. 服务

**entrepreneur**/ɒntrep're'nə:/n. 企业家

**deposit**/dɪ'pɒzɪt/n. 矿床；沉积物

**variety**/və'raɪəti/n. 变化；多样

**crude oil** 原油

**locate**/ləu'keɪt/v. 位于

**pipeline**/paɪp'laɪn/n. 输油管

**human resources** 人力资源

**employ**/ɪm'plɔɪ/v. 雇用

**range from... to...** 范围在……之间

**involve**/ɪn'vɒlv/v. 包含；牵涉

**acquire**/ə'kwɪə/v. 获得

## Notes

- 埃克森石油公司，已经和美孚石油公司合并，现称 Exxon Mobile，列财富 500 强 2001 年第二位，该年销售额为 2 198 亿美元。
- a wide variety of: a large number of or a wide range of different things, 种类繁多的。例如：We are interested in hand-made gloves in a variety of genuine leather. 我们欲购手工制的各种真皮手套。We all need variety in our diet. 我们都需要饮食多样化。He left for a variety of reasons. 他由于种种原因而离开了。
- Carrying out the business of such a huge company requires labor force of skills ranging from managers to geologists to truck drivers. 在句中，carrying out the business of such a huge company 是动名词短语做主语。Range from A to B, 在 A 和 B 之间变化或变动；从 A 延伸到 B。例如，Prices range from 10 to 20 dollars. 售价在 10 到 20 美元之间。

4. Capital is also needed to keep the business operating and growing. 在句中, operating 和 growing 是现在分词做宾语补足语, 他们和 business 一起构成动词 keep 的复合宾语。例如, We will keep our offer open for three days. 我们的报盘有效期为三天。
5. run into, 达到 (某一水平或数额)。例如: Her income runs into six figures. 她的收入达到六位数字。
6. Entrepreneurs are those people who accept the opportunities and risks involved in creating and operating business. 这里包含着一个以 who 引出的限定性定语从句, 修饰 those people. involved in creating and operating businesses 是过去分词短语修饰 opportunities and risks. business 一词当“商业”或“业务”讲的时候没有复数形式, 但它用作“企业”的意义时可以用复数。
7. an entrepreneurial venture, 一家初创的企业。entrepreneurial 是从名词 entrepreneur 变来的形容词, 意义是“创业的”, “有企业家精神的”。
8. acquire, 获得, 得到。例如: acquire knowledge, 获得知识。acquire a good painting, 得到一幅名画。acquire a good reputation, 得到好的名声。
9. until, 直到……时候。表示情况到这个时刻发生变化, until 后面所跟的是表示某一特定时间的词语。注意中英文强调的部分不同。例如: I didn't go to sleep until midnight. 我一直到半夜才睡着。
10. be traced to, 追溯至, 找出某事的根源。例如: The defects have been traced to a fault in one of the machines. 我们发现毛病出在一台机器的故障上。

## 参 考 译 文

### 生 产 要 素

企业用来生产商品和提供服务的基本资源被称为生产要素。它们包括自然资源、劳动力、资本和企业家。

土地、水、矿藏和树木是自然资源的好例子。例如, 世界上最大的石油公司埃克森公司利用各种各样的自然资源。显然, 它每年要有大量的原油来进行加工。但埃克森还需要埋藏着石油的土地, 还有建设炼油厂和输油管的土地。

为公司工作的人们代表着第二项生产要素, 劳动力。劳动力有时候也被称为人力资源, 它指的是人的脑力和体力。埃克森在全世界雇用了十五万多人。从事这样大的一家公司业务要求有各种各样技能的劳动力, 从经理到地质学家到卡车司机都需要。

取得并使用物质资源和劳动力要求拥有资本, 即运营企业所必需的资金。开办企业需要资本。保持企业运营和发展同样需要资本。埃克森单是每年的钻探成本就达到几十亿美元。

最后, 许多经济系统需要企业家去运作。企业家是那些在创办和运营企业时接受机会和承担风险的人们。他们也是创办新企业和做出让小企业变大的决策的人们。埃克森是从一家初创的风险企业开始的。虽然它在 1973 年才得到现在的名字, 但它的根可以追溯到 1862 年, 那一年约翰·洛克菲勒和莫里斯·克拉克决定创办一家石油精炼公司。

## Text B

### The Case of SunPower

case: 案例

From *Business Studies* by Michael Barratt & Andy Mottershead,  
Pearson Education Ltd. Edinburgh Gate, 2000, p.64

SunPower is a small, but rapidly growing business, which has developed solar panel products, designed to be installed on rooftops to catch the heat of the sun. Based in Devon, it was started by four engineers who developed the product with some cheap materials and very soon they had commissioned a plastics manufacturer to make the solar sheeting. A local electrical business was willing to make the connections and leads which would link up with the panel sheeting in order to transfer the energy into the heating system of a house.

solar panel: 太阳能板

commission: 委托, 授权  
solar sheeting: 太阳能薄片材料  
lead: 导线, 导管

The four engineers regularly discuss and debate issues facing the company. The latest point of contention is the marketing of the new products: Peter Clayton wants them to launch nationally and to 'clobber the docile electric and gas industry with our new product'. Oliver Parry, the founder, is keen to preserve the small, homely atmosphere in the business and go for a more gradual approach claiming that 'it would have less impact on our finance if growth was slower'. James Mason, the 'green' partner, does not care either way: 'This product will catch on because the population will see it is a more natural and environmentally friendly method of generating heat. Gone are the days of smog!'

contention: 争论, 辩论

launch: 发射, 推出  
clobber: 打垮, 压倒  
docile: 温顺、容易控制的  
homely: 简朴的, 平常的  
go for: 选择某事物

George Rigby, the partner who actually invented this version of the product, is particularly aggrieved that the government does not recognize the product as being worthy of a patent; he recommends that the business should move to France, or even Spain, where labor costs are cheaper and the government provides financial support for companies to develop such products.

green: 无经验的, 生手  
catch on: 受欢迎, 变得流行  
smog: 烟雾

version: 种类; 版本  
aggrieved: 愤愤不平的  
patent: 专利  
recommend: 建议, 推荐

#### Requirements:

1. Identify the stakeholders in SunPower.
2. Discuss the evidence to suggest there is a conflict between the various stakeholders of SunPower.
3. In the light of the conflict between the partners, suggest who are

identify: 确认, 鉴别

stakeholder: 股东

in the light of: 按照, 根据

the most important stakeholders of SunPower.

(313 words)

**提示：**这篇阅读课文是一个简单的案例。讲的是四个人开办了一家太阳能公司。因为四个人的背景各不相同，因此，对公司未来的走向也有不同的看法。课文后面的第三个问题是一个比较开放性的题目，希望同学们能组成小组进行讨论，各抒己见，使口语活动开展得更有效。

## Notes

1. designed to be installed..., 过去分词短语，修饰 solar panel products.
2. Based in Devon, 过去分词短语，修饰主语 it.
3. 'clobber the docile electric and gas industry with our new product' 用我们的新产品去打垮温顺的电力和燃气行业。
4. environmentally friendly method: 对环境有利的方法。
5. Gone are the days of smog! 倒装句，表示强调。“天上满是烟雾的日子一去不复返了！”

## Exercises

### I. Comprehension questions on the text

1. What are the factors of production?
2. How do business companies, like Exxon Corporation, operate to produce goods and services?
3. What are entrepreneurs' duties in a business company?

### II. Match

Choose the correct word or words from the box to complete the passage:

traced	function	started
operating	make	grow

Finally, many economic systems need entrepreneurs to 1 \_\_\_\_\_. Entrepreneurs are those people who accept the opportunities and risks involved in creating and 2 \_\_\_\_\_ businesses. They are the people who start new businesses and who make the decisions that allow small businesses to 3 \_\_\_\_\_ into larger ones. Exxon Corporation 4 \_\_\_\_\_ as an entrepreneurial venture. Although it did not acquire its current

name until 1973, its roots can be 5 \_\_\_\_ to 1862 when John D. Rockefeller and Murice B. Clark decided to establish a petroleum-refining firm.

## II. Multiple choice

Choose the letter indicating the best word or words to complete each sentence:

1. Factors of production refer to \_\_\_\_ .
  - a. natural resources and capital
  - b. labor and entrepreneurs
  - c. both a and b
2. The labor force needed in Exxon corporation are \_\_\_\_ .
  - a. people who have a variety of skills
  - b. only geologists and truck drivers
  - c. managers to run the company
3. Exxon's annual drilling costs alone run into the billions of dollars. "Run into" here means \_\_\_\_ .
  - a. divide
  - b. reach
  - c. meet
4. The funds needed to operate an enterprise are referred to as \_\_\_\_ .
  - a. capital
  - b. resources
  - c. labor
5. They are the people \_\_\_\_ start new business and make the decisions.
  - a. which
  - b. whom
  - c. who

## IV. Translation

Translate the following into Chinese:

SunPower is a small, but rapidly growing business, which has developed solar panel products, designed to be installed on rooftops to catch the heat of the sun. Based in Devon, it was started by four engineers who developed the product with some cheap materials and very soon they had commissioned a plastics manufacturer to make the solar sheeting.

# Lesson Two

## Text A

### The Nature and Structure of Business Organization

From *Business* by Ricky W. Griffin & Ronald J. Ebert,  
Prentice-Hall International, Inc. New Jersey, second edition, 1991, p.193

Exactly what do we mean by the term *organizational structure*? In many ways, a business is like an automobile. All automobiles have an engine, four wheels, fenders and other structural components, an interior compartment for passengers, and various operating systems including those for fuel, braking, and climate control. Each of these components has a distinct purpose but must also work in harmony with the others. Automobiles made by competing firms all have the same basic components, although the way they look and fit together may vary.

Similarly, all businesses have common structural operating components, *each of which has a specific purpose*. Each component must fulfill its own purpose *while simultaneously fitting in with the others*. And just like automobiles made by different companies, the way these components look and fit together varies from company to company. Thus, we will define organizational structure as the specification of the jobs to be done within a business and how those jobs relate to one another.

Every institution—be it a for-profit company or a government agency—must develop the most appropriate structure for its own unique situation. *What works for Texas Instruments* will not work for the U. S. Department of Justice. Likewise, the structure of the American Red Cross will not work for Union Carbide or the University of Minnesota.

term: 词语, 说法  
斜体部分是 term 的同位语。  
意思是: 组织结构。  
automobile: 汽车  
fender: 保险杠  
interior: 内部, 里面  
compartment: 车室, 隔间  
distinct: 清晰的, 种类不同的  
in harmony with: 协调一致

斜体部分是非限定性定语从句修饰 components。  
以 while 引导的从句, 动词常用现在分词形式, 其主语与主句的主语相同。  
the way 后面所带的定语从句的关系词常省略。  
define...as: 把……定义为  
institution: 机构

斜体部分是名词从句做主语。  
U. S. Department of Justice: 美国司法部  
American Red Cross: 美国红十字会

What accounts for the difference? An institution's purpose, mission, and strategy affect its structure. So do size, technology, and changes in environmental circumstances. A large manufacturing *organization operating in a dynamic environment*, such as Boeing or Hewlett Packard, requires a far different structure from a small service firm, like a video rental store or barber shop, located in your neighborhood. And what's more, organizations frequently have to make changes in their structure. IBM, for example, has typically undergone at least a minor structural overhaul about every five years.

Most businesses prepare organizational charts that depict the company's structure and show employees where they fit into the firm's operations. The organizational chart shows the chain of command, or the reporting relationships within the company. Thus, each of the plant managers reports directly to the vice president for production who, in turn, reports to the president. When the chain of command is not clear, many different kinds of problems can result.

account for: 解释某事物的原因。

mission: 任务, 使命

environmental: 环境的  
斜体部分是现在分词短语  
修饰 organization。

dynamic: 动态的, 有力的

far: 很, 非常

undergo: 经历, 经受

overhaul: 彻底检修, 大修

organizational chart: 组织  
结构图

depict: 描绘

chain of command: 指挥链

in turn: 反过来, 依次

(384 words)

## New Words

**term**/tɜ:m/n. 词语, 术语, 说法

**component**/kəm'pəʊnənt/n. 成分, 部件

**compartment**/kəm'pɔ:tmənt/n. 隔间, 车室

**climate**/klaɪmɪt/n. 气候

**simultaneously**/sɪməl'teɪnjəsli/adv. 同时地

**specification**/spesɪfɪ'keɪʃən/n. 规格, 详述

**account for** 解释某事物的原因

**dynamic**/daɪ'næmɪk/a. 动态的, 有力的

**overhaul**/əʊvə'hɔ:l/n. 彻底检修, 大修

**depict**/dɪ'pɪkt/v. 描绘

**fender**/fendə/n. 保险杠, 档泥板, 护栏

**interior**/ɪn'tɪəriə/a. 内部, 里面

**brake**/breɪk/v.; n. 刹车

**distinct**/dɪ'stɪŋkt/a. 清晰的, 种类不同的

**define**/dɪ'faɪn/v. 定义

**institution**/ɪnstɪ'tju:ʃən/n. 机构

**environmental**/ɪn'vaɪərən'məntl/a. 环境的

**undergo**/ˌʌndə'ɡəʊ/v. 经历, 经受

**organizational chart** 组织结构图

**chain of command** 指挥链

## Notes

1. in harmony with: 协调一致, 相配。如: His tastes are in harmony with mine. 他的爱好和我的相同。
2. fit in with: 与……相适应, 相协调。如: Do these plans fit in with your arrangements? 这些计划与你的安

排一致吗？

3. vary: 改变, 变化。常用的搭配有 vary with; vary from... to... 等。如: Our routine never varies. 我们的常规从不改变。Prices vary with the seasons. 价格随季节而变。Her mood varied from optimism to extreme depression. 她的情绪由乐观一变而为极度消沉。
4. define... as, 把……定义为。如: Structure is defined as the way something is put together. 结构的定义是事物组成的方式。
5. be it a for-profit company or a government agency, 相当于 whether it is a for-profit company or a government agency, 不管它是赢利性的公司还是政府部门。这里用动词原形 be 倒装表示虚拟条件。
6. Texas Instruments, 德克萨斯仪器公司, 美国著名仪器公司, 总部位于德克萨斯州达拉斯市。2001 年的营业额为 82 亿美元。这里用来代表赢利性公司。  
U.S. Department of Justice, 美国司法部, 这里用来代表政府机构。  
The American Red Cross, 美国红十字会, 这里用来代表非赢利性机构。  
Union Carbide, 联合碳化公司, 1984 年它在印度的一家工厂出现严重事故, 遭受巨大损失, 2001 年 2 月被陶氏化工公司 (The Dow Chemical Company) 购并。  
The University of Minnesota, 明尼苏达大学, 这里用来代表教育机构。  
这句话的意思是, 对一个单位适合的对另一个单位不一定适合。
7. So do size, technology, and the changes in environmental circumstances. 同样, 规模、技术和环境的变化也对结构产生影响。so 表示“也”, 这种用法是避免重复。
8. Boeing, 波音公司, 2001 年营业额为 582 亿美元, 列当年全球财富 500 强第 42 位。  
Hewlett Packard, 惠普公司。2001 年营业额为 452 亿美元, 列当年全球财富 500 强第 70 位。  
IBM, 国际商用机器公司, 2001 年营业额为 858.7 亿美元, 列当年全球财富 500 强第 19 位。
9. organizational chart: a physical depiction of the company's structure showing employee titles and their relationship to one another, 组织结构图。
10. chain of command: reporting relationships within a business; the flow of decision-making power in a firm, 指挥链, 它表示公司内部的下属和决策权力关系。

## 参 考 译 文

### 商业组织的性质和结构

组织结构的确切意义到底是什么? 在许多方面, 一个企业就像一部汽车。所有的汽车都有发动机, 四个轮子, 保险杠和其他结构部件, 供乘客坐的车厢, 以及各种操作系统, 包括燃油、刹车和温控系统。这些部件中的每一个都有不同的目的, 同时又必须与其他部件协调。相互竞争的公司所生产的汽车都有这些基本部件, 虽然它们的外观和装配方式可能不同。

与此相似, 所有的企业都有相同的结构运作部门, 每一个部门都有特定的目的。每一个部门都必须实现自己的目的, 同时还必须与其他部门相协调。就像不同的公司所生产的汽车一样, 这些部门的样子和协调方式也各不相同。这样, 我们就把组织结构定义为企业中各部门所必须完成的职能以及这些职能之间如何相互联系的具体说明。

每一个机构，不管它是赢利性的公司还是政府部门，都必须根据自己独特的情形确定最合适的结构。对德克萨斯仪器公司合适的对美国司法部不一定合适。同样，美国红十字会的结构对联合碳化公司或明尼苏达大学也不合适。

造成这种不同的原因是什么呢？一个机构的目的、任务和策略影响它的结构。同样，规模、技术和环境的变化也对结构产生影响。动态环境中的大型制造商，如波音和惠普，对结构的要求与位于住宅区的小型服务企业，如录像带出租店和理发店，就大不相同。此外，组织经常需要调整结构。例如，国际商用机器公司就典型地差不多每五年就对其结构做出小的调整。

大多数企业都制作了组织结构图来描绘公司的结构，向雇员说明他们在公司的运作中处在什么位置。结构图表明公司内部的指挥链或是上下级关系。这样，每一位工厂经理都直接对负责生产的副总裁负责，而他则对总裁负责。指挥链不清楚会产生许多各种各样的问题。

## Text B

### Types of Business Organizations

From *Business* by Ricky W. Griffin & Ronald J. Ebert,  
Prentice-Hall International, Inc. New Jersey, second edition, 1991, pp.48-49

All businesses must decide on their *form of legal organization*. The most common forms are the sole proprietorship, the general partnership, and the regular corporation. Each has several advantages and disadvantages.

businesses: 复数，指企业  
斜体部分的意思是：法律上的组织形式

Sole proprietorships, the most common business form, consist of one person doing business with no legal charter. While they offer the owner great freedom and are easy to form, they also present grave financial risks. General partnerships are merely proprietorships with multiple owners.

charter: 特许  
grave: 严重的

Corporations are owned by those who hold stock in the company. These stockholders share in the company's profits and elect a board of directors to oversee the professional managers who run the company. Stock in some corporations is widely held by the public; stock in other firms is limited to a small, private group. The corporate form is used by most large businesses because it offers financial protection to investors, but it is a complex legal entity.

stockholder: 股东  
board of directors: 董事会  
oversee: 监督

Several special business forms can benefit a company through lessened taxation, lessened regulation, or increased purchasing or marketing power.

entity: 实体，机构  
lessen: 减少，减轻  
regulation: 调节；规章