

21 世纪专业英语系列教程



# 企业管理专业英语

主编 陈晶萍 于春红

English Course for Business Management

Series of  
English Courses  
of 21st Century

哈尔滨工程大学出版社

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# 企业管理专业英语

English Course for Business Management

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### 内 容 简 介

本教材为哈尔滨工程大学 21 世纪管理专业英语系列教程的一本。全书遴选英美原版教材及企业管理较前沿的学术论文,内容逻辑严谨、体系规整,知识新颖,有助于大学企业管理专业学生的专业课学习。

由于这是一本专业英语教材,所以它在内容设置上突出了专业知识和语言能力这两个重点,本书由 5 部分 25 个单元组成,1 至 5 单元为管理学基础知识,6 至 25 单元较系统地介绍了管理的计划、组织、领导、控制四大职能的相关知识。教材每部分最后都配以案例和问题讨论,有助于学生更好地理解本部分知识点;每单元均附有生词、短语、专业术语详解及练习。学生通过学习本教材,一方面可以提高自己的阅读理解专业文献及口头表达的能力,另一方面也能了解国外在企业管理理论方面的新发展。

本书既可用于企业管理专业本科学生作为专业英语教材,也可供相关专业人员自学参考。

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当前,我国正处于知识经济时代,管理科学已经成为兴国之之道,这给我国企业管理教育带来新的机遇与挑战。如何编好管理类专业英语教材,为国家和社会培养出一批又一批符合市场需求的高质量的国际管理人才,是全国管理专业英语教育工作者共同考虑与研究的问题。

为了满足企业管理专业方向的发展以及相应的课程设计,我们专门编写了《企业管理专业英语》教程,旨在帮助那些具备了一定的英语基础并初步掌握了企业管理知识的学生和工作者提高英语水平,从而能够利用英语研究和从事管理理论与实际工作。

本书可以作为高等院校企业管理的专业教材,也可供从事企业管理的工作人员学习参考。全书覆盖内容丰富,包括五大部分:第一部分是管理学基础知识,分5个单元,第二部分是计划与策略管理,分5个单元;第三部分是组织和人员配备管理,分5个单元;第四部分是领导管理,分5个单元;第五部分是控制与变化管理,分5个单元。

本书具有以下几个特点:

★ 内容新颖

本教材的材料均来自近年来出版的英美专业教材及管理类较前言学术论文,并经过编者加工筛选而成,以使读者在较短的篇幅内能够尽可能全面的掌握企业管理专业的基本词汇和基本原理。

★ 专业性突出

本书的编者都是多年从事基础英语和专业英语教学的高校教师,对高等院校管理专业学生的英语基础以及专业英语教学需要与要求十分了解,因此,在材料的组织和安排上,在有限的篇幅内

突出重点,尽可能满足该专业学生和管理工作者的需要。

★ 注释准确、详尽

一般的专业英语读物对生词注释较少,本书的生词部分全部给予双解注释,并对其中部分词汇和习语给出了例句。对专业性词汇与该专业所使用的汉语相对应,而非英语字面的直译,并对部分专业词汇进行了详尽的汉语解释。因此,不仅可以满足高等院校高年级专业英语教师授课需要,还可满足从事管理方面的工作者和英语爱好者自学需要。

本书的第1单元至第5单元由哈尔滨工程大学教师于春红编写,第6单元至第10单元由哈尔滨工程大学教师陈晶萍编写,第11单元至第15单元由哈尔滨工程大学教师陈晶莹编写,第16单元至第20单元由哈尔滨工程大学教师王玉晶编写,第21单元至第25单元由哈尔滨工程大学教师张倩编写。此外,哈尔滨工程大学经济管理学院研究生简建荣参与了本书的编写与校对。全书由陈晶萍担任第一主编并进行大纲设计、修稿、总纂,哈尔滨理工大学经济管理学院院长宋加升担任主审。

由于编者水平有限,书中难免有疏漏之处,敬请同行和读者提出宝贵意见。

编 者

2005年9月于哈尔滨

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# Part One Fundamentals of Management

## Unit 1

### What is Management

Everyone seems to have an opinion about the meaning of management. Unfortunately, the opinions are usually stated in complex terms and **shed** little **light on** what management is. Perhaps the most **succinct description** of management was offered by early management **scholar** and **theorist** Mary Parker Follett. She stated that management is the “art of getting things done through people.” In other words, the manager coordinates the work of others to accomplish goals that might not be achievable by an individual. Thus management will **be defined as** the application of planning, organizing, **staffing**, directing, and controlling functions in the most efficient manner possible to accomplish meaningful **organizational objectives**.

The **theme** of our definition of management is that a central person must—by using such skill as **decision** making, communication, and objective setting—**coordinate** the work activities of others to achieve organizational objectives. Research has **highlighted** a direct relationship between the **clarity** of organizational objectives and business success. The successful **management team** develops clear objectives and enthusiastically undertakes programs and projects to accomplish them.

Objectives are desired results or targets to be reached by a certain time. Objectives are specific, state what is to be accomplished, and indicate when it will be achieved. On the other hand, goals are broadly stated general **guidelines** that an organization or individual seeks to

achieve. Objectives are important for several reasons:

- To **focus** attention **on** the organization's mission. Objectives give specific purpose to the organization. Managers initiate actions designed to bring an organization's resources to bear on the objectives.

- To help **integrate** the work of the organization. Objectives provide a means for setting **priorities** and resolving conflict between departments and **subunits**.

- To help measure an organization's performance. Objectives provide a target to be achieved and a **benchmark** of how well the firm is doing.

Organizations have **multiple** sets of objectives. Four important levels of objectives are organizational, departmental, subunit, and individual.

## 1 Organizational Objectives

The overall objectives of a firm are the responsibility of the top management group—typically the **chief executive officer** and staff, with the assistance and **concurrence** of the **board of directors**. **In short**, they represent the thinking of the executive level of management. Top managers, however, cannot act without having a great deal of information and intelligence **passed up** the line from the levels below.

Ford Motor Co. provides a good example of the role played by Organizational objectives. After losing over \$3 billion early in the decade, Ford became the **comeback** story of the 1980s, the world's most profitable car company. Ford established the highest quality objectives in the industry and pushed the responsibility for meeting these objectives down into the ranks of workers. The objective set in 1980 was to increase Ford's **market share** during the decade by **at least** 5 percent. This objective for market share was specific and clearly communicated. By January 1, 1991, Ford had increased its share by three percentage points to 23 percent, while General Motors had **shrunk** nine percentage points to 35 percent. The push for quality in all Ford products has earned the firm a solid reputation in the marketplace.

## 2 Departmental Objectives

The Northeast Insurance Company relies on its sales force to sell policies. In 1990 the

sales team decided to set an objective of capturing at least 8 percent of the Chicago-Calumet regional market by 1995. The ambitious five-year objective means the sales department will have to increase its market share from 3.6 percent to 8 percent in only five years. An increase in market share means that someone else's business must be taken away, a hard task in the insurance industry.

### 3 Subunit Objectives

The operations department of Scott Manufacturing, Inc., is **divided into** three teams. Each team, which includes technicians, operators, and **material-handling personnel**, has an informal leader and a team **nickname**—Wildcats, Pirates, and Copperheads. These teams compete to be the most productive group in the department without sacrificing product quality. Each team sets objectives for specific quantities and quality, and it outlines a plan for achieving the objectives and a set of target dates. At Scott the subunit sets objectives; the organizational and departmental objectives described above are usually first set within the framework of a formal organization.

### 4 Individual Objectives

Dan Chubrich has been employed at Ford's Chicago assembly plant for 15 years. Dan's boss wants him to become certified as a **quality control inspector**. Dan wants to attend the quality control training program but has **put it off** for six years in a row. Whenever he planned to attend the program, some personal problem (such as too much unfinished work or a family crisis) **prevented him from** taking the course.

After one of his closest friends attended the program, Dan finally began to outline a set of objectives. He has established July as the starting date to **enroll in** the program. He will also have to help his boss find someone to operate his spot on the line while he attends the program. Dan's individual objectives are somewhat different than Ford's **overarching** organizational objective. However, they are just as important and challenging.

Objectives serve as targets for both managers at the top of an organization and those who work with operating **employees**. They are the specific **guide-posts** around which the entire

management group focuses. If the objectives are clear, challenging, meaningful, and measurable, the organization will have the standards to judge whether managers are efficiently performing the functions of management.

## New Words

succinct <i>adj.</i>	expressed briefly and clearly; concise 简明的; 简洁的; 简要的; a succinct summary of the argument 论点的概要 succinctly <i>adv.</i> succinctness <i>n.</i>
description <i>n.</i>	saying in words what sb/sth is like 对某人[某事物]的描述、叙述、形容
scholar <i>n.</i>	1 student who has been awarded money after a competitive exam, etc., to be used to finance his education 获奖学金的学生; a British Council scholar 获英国文化协会奖学金的学生. 2 person who studies an academic subject deeply 学者
theorist <i>n.</i>	person who forms theories 理论家
theme <i>n.</i>	subject of a talk, a piece of writing or a person's thoughts; topic (谈话或写作的)主题; (某人观念的)核心; 题目
coordinate <i>v.</i>	cause different parts to function together efficiently 使各部分协调
highlight <i>v.</i>	give special attention to (sth); emphasize 对(某事物)予以特别的注意; 强调
clarity <i>n.</i>	clearness; lucidity 清楚; 明晰; 清澈: clarity of expression, thinking, vision 表达、思维、视觉清楚
guideline <i>n.</i>	by which one is guided; an indication or outline of policy or conduct 指导方针
integrate <i>v.</i>	A and B/ A with B combine sth in such a way that it becomes fully a part of sth else (将某事物与另一事物结合)构成整体
priority <i>n.</i>	thing that is (regarded as) more important than others (被视为)优先的事物
subunit <i>n.</i>	unit of the inferior level 次单位, 亚单元

benchmark <i>n.</i>	something that serves as a standard by which others may be measured or judged 衡量基准
multiple <i>adj.</i>	having or involving many individuals, items or types 有多种、多项或多类型的
concurrence <i>n.</i>	a concurrence ( similarity) of ideas, views, etc 意见、观点等一致
comeback <i>n.</i>	a return to a former position or condition 复原, 恢复
shrink <i>v.</i>	(cause sth to) become smaller, esp because of moisture or heat or cold (使某物)收缩(尤指因受潮、受热或受凉所致); 萎缩
nickname <i>n.</i>	familiar or humorous name given to a person instead of or as well as his real name, often a short form of the real name, or a reference to the person's character, etc 爱称; 绰号; 浑名; 外号
overarching <i>adj.</i>	dominating or embracing all else 包含一切的, 统治一切的 (目标)

## *New Phrases and Idiomatic Expressions*

shed light on	make sth clearer 阐明, 把……弄清楚
be defined as	the meaning of sth be stated precisely as 被定义为
focus on	concentrate (one's attention, etc) on 聚焦在……上面
in short	in a few words, briefly 简而言之
pass up	pass sth to the higher level 向上传递
at least	not less than 至少
be divided into	be broken into parts, be separated 被细分为
put off	postpone, delay 推迟
prevent from	stop or hinder sb/sth 避免
enroll in	become or make sb a member 登记, 报名参加

## Notes

staffing	人员配备
organizational objectives	组织目标
decision	决策
management team	管理团队, 管理层
chief executive officer(CEO)	首席执行官
board of directors	董事会
market share	市场份额
departmental objectives	部门目标
subunit objectives	子目标
material-handling personnel	物资管理人员
individual objectives	个体目标
quality control inspector	质量控制检查员
employee	雇员
guide-posts	指导方针

## Exercises

1. Answer the following questions.

- (1) What is the definition of management? And in your opinion, what is the theme of the definition?
- (2) Why are objectives important to an organization?
- (3) According to the article, organizations often have 4 levels of objectives. Please state them from the highest level to the lowest one.
- (4) Ford's objective in 1980's was to increase its market share by at least 5 percent. Do you think it's a good organizational objective?
- (5) If your company intends to impose some influence on your individual objective, will you accept it or resist it?
- (6) In what way do you think can objectives integrate the work of an organization?

2. Translate the following terms into English.

- (1) 管理
- (2) 组织目标
- (3) 个体目标
- (4) 市场份额
- (5) 董事会
- (6) 雇员

3. Translate the following Chinese sentences into English.

- (1) 目标的作用在于提供了一种可用来设定事情的优先级和解决各部门及亚单元之间的冲突的方法。
- (2) 换句话说,经理通过协调其他人的工作来完成对于个人来说可能是无法完成的目标。
- (3) 当组织目标和个体目标有冲突时,一般而言,后者会服从前者。
- (4) 组织目标代表了管理层中执行人员的想法。
- (5) 休斯敦火箭队(Houston Rockets)的管理层认为:拥有姚明和麦迪(Mcgrady)的火箭队的目标应该是总冠军。

4. Translate the following English sentences into Chinese.

- (1) Thus management will be defined as the application of planning, organizing, staffing, directing, and controlling functions in the most efficient manner possible to accomplish meaningful organizational objectives.
- (2) The successful management team develops clear objectives and enthusiastically undertakes programs and projects to accomplish them.
- (3) Objectives are desired results or targets to be reached by a certain time.
- (4) The overall objectives of a firm are the responsibility of the top management group—typically the chief executive officer and staff, with the assistance and concurrence of the board of directors.
- (5) Objectives serve as targets for both managers at the top of an organization and those who work with operating employees.

# Unit 2

## Management Functions

Given our definition of management, exactly how do managers **go about** managing in an office, on a shop floor, or in a **committee meeting**? What do they do to help accomplish objectives? Management theorists have identified five primary functions of managers. These functions (planning, organizing, staffing, directing, and controlling), first formally discussed over 80 years ago, still characterize the activities of most managers. Although the amount of time spent on each varies, these five categories **pinpoint** the variety of work performed by managers. Let's look at each one.

### 1 Planning

Former President Dwight Eisenhower once said, "plans are nothing, planning is everything." When managers plan, they project a course of action for the future. They will **attempt to** perform a systematic set of business actions **aimed at** achieving objectives. Thus planning essentially means deciding **in advance** what is to be done. Of course, plans alone do not **bring about** desired results; but without a plan and a set of objectives, **managerial actions** are likely to produce confusion. Planning is a task that each manager must do every day.

The work of **planning** is basically mental. It requires thinking things through logically. Managers should think before acting and act in light of facts rather than best guesses. For example, experts analyzing the decline in the **quality** and competence of the work of NASA point to excessive guessing and poor planning. The space agency has been **accused of** exaggerating promises, guessing about **cost**, and not correcting **flawed** designs. The

**Challenger** disaster, the flawed mirror in the \$1.5 billion Hubble telescope, and design problems with the \$37 billion space station point to such problems as faulty planning.

One reason for such business failures as the Ford Edsel (Ford lost over \$350 million), the Penn Central Railroad, and Daniel Boone Chicken was faulty planning, or no planning at all. In the early 1970s, the Daniel Boone Chicken franchise tried to compete **head-on** with Kentucky Fried Chicken but failed to secure proper sites or to train store managers. **In addition**, the business couldn't secure the money needed to properly operate the fast-food stores over the long haul. The managers at Daniel Boone made incorrect assumptions, failed to properly scan the environment team of Chaparral Steel spent a lot of time on planning, as the Business Action relates.

There are many reasons why a manager must plan. Planning helps provide the **coordination** needed to do the job. It helps ensure that things will get done; it can also show the manager when things may not get done and why they were not done right. Planning also helps the manager determine who will do what job, how long the job will take, and what resources are needed to get the job done.

Despite its numerous advantages, some managers still do not plan. Some reasons managers have given for not planning include:

- "*It is risky.*" Developing a plan involves setting targets. When targets or objectives are stated, a manager's performance can be **monitored** and evaluated.

- "*It is costly.*" Planning takes time, energy, and creative thinking. Some managers are not willing to absorb these expenses.

- "*It is difficult.*" Planning involves complex decisions, having people from different backgrounds develop a common and **interdependent** approach, patience to wait for results, and a commitment to a program of often new and untested activities.

Although these reasons are often valid, intense competition forces firms to plan. They must because companies can no longer **count on** having a solid lead over their competitors. Too much is changing in the business environment for any manager to put off planning.

## 2 Organizing

The **organizing** function of management consists of grouping people and assigning activities so that the job tasks and the mission can be properly carried out. The establishment

of the **managerial hierarchy**, which we discuss later, is the foundation of the organizing function.

### 3 Staffing

Selection, placement, training, development, and compensation of subordinates make up the staffing function, a manager's staffing activities also include the evaluation and **appraisal of performance**. Specific details about this function are covered in later unit.

Some managers see staffing activities as the sole responsibility of the **personnel/human resource department**. But because managers are directly affected by staffing decisions, they should become involved. Line managers can be aided by the personnel/human resource department but typically should not **give up** the final responsibility for staffing.

### 4 Directing

As the managerial function that initiates action, **directing** means issuing directives, assignments, and instructions. Directing also means building an effective group of **subordinates** who are motivated to perform. It means getting subordinates to work to accomplish objectives. Directing can be accomplished through **leadership**, the process of influencing the activities of an individual or group toward the accomplishment of an objective.

The directing function is a part of any manager's job, but the time and effort managers spend in directing vary with their position in the managerial hierarchy, the number of assigned subordinates, and the type of job activities being performed. For example, the **supervisor** in a McKesson's distribution center in Milwaukee spends most of the day directing subordinates, whereas the **president** of McKesson's spends significantly greater time in more abstract and general activities.

Generally speaking, managers may choose from many directing styles. Two such styles of direction are **autocratic** and **democratic leadership**.