

大学英语选修教材

Elementary Business English

商务英语

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前 言

为了适应我国高等教育发展的新形势,深化大学公共英语课程的教学改革,提高教学质量,满足新时期国家和社会对人才培养的需要及国际交流的需要,提高大学生英语语言综合应用能力,特别是提高文化素养,天津大学文法学院大学英语教学二部增加了特色精品课程的比重,面向全校各非英语专业本科二年级学生开设这门公共英语选修课。

全书主要介绍各类简单的商务文体,分 10 个单元学习,每单元安排有常识预习、专题讲座、复习反馈、课题作业和自主拓展五个项目。旨在了解商务活动的一些基本理论知识与英语术语,使学生在今后的工作中能够独立应对一些商务交往。书中以商务英语文章的阅读为主,以商务英语的写作技巧介绍为辅。同时,希望大家通过学习今后能够运用其中的专业术语,进行商务方面的读写译。

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Unit One



warming-up 常识预习

1. What does the following corporate joke talk about?

A crow was sitting on a tree, doing nothing all day. A small rabbit saw the crow, and asked him, "Can I also sit like you and do nothing all day long?" The crow answered: "Sure, why not." So, the rabbit sat on the ground below the crow, and rested. All of a sudden, a fox appeared, jumped on the rabbit and ate it.

2. Do you get annoyed when none of the waiter or waitress in a restaurant seems interested in helping you or does it frustrate you when you are put "on hold" for half an hour to get your credit card renewed? Why these happen?

3. Think of one famous company you know. What industry is it in? Why do you think it is successful?

4. Is there one best "style" management? Why or why not?

5. What makes an effective and efficient manager? What makes a bad boss? Write down a list of characteristics and compare it with others?

6. What are the differences between a manager and a leader?



lecturette 专题讲座

Management and Managers

What Is Management?

For better or worse, our society is strongly influenced by managers and their organizations. Good managers can turn straw into gold, while poor managers can do the reverse. Therefore, people in all walks of life have come to recognize the importance that management plays in our society. The term management refers to the process of getting activities completed efficiently and effectively with and through other people.

Efficiency refers to the relationship between inputs and outputs. If you can get more output from the given inputs, you have increased efficiency. Since managers deal with input resources that are scarce, mainly people, money, equipment, information, they are concerned with the efficient use of these resources. Management, therefore, is concerned with minimizing resource costs. Efficiency is often described as “doing things right”.

However, management is also concerned with getting managerial activities completed, that is, it seeks effectiveness. When managers achieve their organization's goals, they are effective. Effectiveness is often referred to as “doing the right things”.

Whereas efficiency is concerned with means of getting work activities done well, effectiveness is concerned with the ends of accomplishment of organizational goals.

Management Functions

The management process represents the functions of planning, organizing, leading, and controlling. Organized effort directed by people respon-

sible for planning, organizing, leading, and controlling activities has existed for thousands of years. The Egyptian pyramids and the Great Wall of China prove to the great success. Could you imagine that “Who told each worker what to do?” and “Who ensured there would be enough stones at the site to keep workers busy?” in such tremendous projects employing tens of thousands of people. They were really undertaken well before modern times. The answer is management. Regardless of what managers were called at the time, someone had to plan what was to be done, organize people and materials to do it, lead and direct the workers, and impose some controls to ensure that everything was done as planned.

Planning. In a nutshell, planning includes determining what the organization’s position and situation should be in the future and deciding how best to bring that situation about. Planning helps maintain managerial effectiveness by guiding future activities.

Organizing. Once a manager has developed a workable plan, management will lead to organize the people and other resources necessary to carry about the plan. It also needs to plug people into different “slots” and get them to work together to achieve the organizational goals and plans.

Leading. The function involves four different activities. One is motivating subordinates to expand effort. The activity gives employees the opportunity to attain individual goals and rewards through their performance on the job. The second is leadership, which focuses on what the manager does to encourage organizational performance. The third part is dealing with groups and group processes. The initial creation of groups in a company is part of the organizing process. However, the manager must then deal with group members and activities, on an ongoing basis, from an interpersonal perspective. Communication is the fourth component of leading.

Controlling. After the goals are set, the plans formulated, the struc-

tural arrangement delineated, and the people hired, trained, and motivated, something may still go wrong. To make sure the organization is performing in such a way as to arrive at its “destination” at the appointed time, management must monitor the organization’s performance. Managers must compare actual performance with the planned goals. If there are any significant deviations, it is a managerial job to get the organization back on track. Controlling helps assure the effectiveness and efficiency needed for successful management.

Kinds of Managers

Managers are individuals in an organization who direct the activities of others. We typically classify managers as either first-line managers, middle managers, or top managers.

Top managers. They are at or near the pinnacle of the organization, who are responsible for making organizational decisions and setting policies and strategies that affect all aspects of the organization. These individuals typically have titles such as vice president (VP), president, chancellor, managing director (MD), chief operating officer (COO), chief executive officer (CEO), or chairman of the board.

Middle managers. They include all levels of management between the supervisory level and the top level of the organization. They may have titles such as department or agency head, project leader, plant manager, unit chief, dean, or division manager.

First-line managers. They, usually called supervisors, are the lowest level of management. On an athletic team, for instance, the coach would be considered the first-line manager.

Operatives. Operatives are people who work directly on a job or task and have no responsibility for overseeing the work of others. The people who attach fenders on a Toyota automobile assembly line, cook your ham-

burger at McDonald's are all operatives.

Roles of Managers

Certain roles are usually required to all managers, no matter what their specialty. Their behaviors are primarily concerned with interpersonal relationships, the transfer of information, and decision-making.

Interpersonal roles. All managers have to perform duties inherent in their job that are interpersonal roles. First, the manager is often asked to serve as a figurehead — signing legal documents, attending ribbon-cutting ceremonies. Managers also have a role as leader, which includes hiring, training, motivating and disciplining employees. A manager who formally or informally shows subordinates how to do things, how to perform under pressure, and what hours a company person should work is engaged in leading. Finally, managers involve liaison role, dealing with people outside of the organization on an ongoing basis.

Informational roles. Managers are also expected to fulfill informational roles — receiving and disseminating information from outside organizations. They first play a role of monitor, who actively seeks information that may be of value. They may learn changes in the public's tastes by reading newspaper or talking with others. They also act as a disseminator to transmit relevant information back to others in the workplace. When the roles of monitor and disseminator are viewed together, the manager emerges as a vital link in the organization's chain of communication. Focusing on external communication, managers perform a spokesman role, which involves dealing with people outside the unit or outside the organization.

Decisional roles. The manager's informational roles typically lead to the decisional roles. The information a manager acquires as a result of performing the informational roles has a significant bearing on important decisions that he or she makes. Filling the role of entrepreneur, managers initi-

ate and oversee new projects that will improve their organization's performance. They also act as disturbance handler to take corrective actions in response to previously unexpected problems, like strikes, copyright infringements, and energy shortages. As resource allocators, managers decide how to allocate human, physical, and monetary resources in the organizations. Last, be negotiators, they enter into negotiations as representative of the company.

Skills of Managers

It is no doubt that a successful manager needs to have mastered a number of specific skills. Key management skills are commonly viewed as technical skills, interpersonal skills, and conceptual skills. The relative importance of these skills is different according to the manager's level within the organization.

Technical skills. Technical skills including knowledge of and proficiency in a certain professional field are necessary to accomplish specialized activities. Most managers, especially at the middle and lower levels, are heavily involved in technical aspects of the organization's operations. Technical skills are crucial for first-line managers. These managers must know how to perform the tasks assigned to those they supervise if they are to be effective managers. Although technical skills become less important as a manager moves into higher levels of management, even top managers need some proficiency in the organization's specialty.

Interpersonal skills. The ability to interact with other people both individually and in a group is an interpersonal skill. Managers need spend considerable time to communicate with, understand, motivate, lead, and inspire enthusiasm and trust of both individuals and groups. Managers with good human skills can get the best out of their people, and harsh treatment tends to increase personnel turnover. However, interpersonal skills remain

just as important at the top levels of management as it is at the lower levels.

Conceptual skills. Managers need the mental capacity to think and to conceptualize about abstract situations. They must be able to see the organization as a whole, to understand various cause-and-effect relationships in the organization, and to visualize how the organization fits into its broader environment. These abilities can be viewed as conceptual skills, which enable managers at all levels make decisions effectively. However, the skills become more important as they move up the higher levels.

Overall, management and managers are around us. Management will help us be better able to execute the crucial responsibility of managing, enhance our skills in understanding the managerial role and how the managerial role influences organizational performance. Its objectives are perhaps best characterized by the old folk saying “you can give people fish and they’ll eat for a day, but if you teach them how to fish, they’ll eat for a lifetime.”

effective: successful, and working in the way that was intended 有效的

efficient: work well without wasting time, money, or energy 高效的

figurehead: a symbolic head 象征性领导

conceptual skills: the skills to form a concept or idea 概念技能

managerial: of management 管理上的

deviation: turning aside or away 偏离; 偏差

inherent: existing as a natural part or quality of 内在的; 固有的

liaison: a linking up or connection 联络

infringement: breaking or violating 违背; 侵犯

proficiency: being highly competent or skilled 熟练; 精通

inspire: to influence or repel 激发; 激励

visualize: to form a mental image of 使可见; 使具体化



going-over 复习反馈

multiple-choice Q's

1. Managers who practice technical skills are to _____.
 - A. understand the interrelated parts of the organization
 - B. lead, motivate and work with others
 - C. apply scientific methods, processes, and techniques
2. Mary Liu is an accounts payable manager. When she resolves problems and answer questions that her accounts payable clerks might encounter, she is using“_____”.
 - A. Conceptual skills
 - B. Technical skills
 - C. Interpersonal skills
3. At Matsushita, the various divisions are evaluated according to the profits each generates. On the basis of these measures, corporate managers make decisions about future resource allocations, strategic changes and other work activities that may need attention. The managers at Matsushita are seeking to improve what managerial function?
 - A. Controlling.
 - B. Planning.
 - C. Organizing.
4. Which are the roles of managers?
 - A. Controlling, planning, and leading.
 - B. Interpersonal, informational, and decisional.
 - C. Figurehead, monitor, and spokesperson.
5. David Smith runs a convenience store. He feels that his greatest problem is how to motivate his employees. This problem involves the role of _____.
 - A. figurehead
 - B. leader
 - C. monitor

6. John Paul is the sales manager of Life Books. He constantly seeks wide variety of special information to learn of changes in the public's tastes, what competitors may be planning. What managerial role is John playing?

- A. Monitor B. Director C. Liaison

7. In 1960s, one former executive plunged GE into three risky ventures simultaneously: nuclear energy, computers, and commercial jet engines. His successor sold the disastrous computer operation to Honeywell in 1970. However, as recently as in 1981, GE's nuclear operation was still not on track. In which management process did the former executive of GE make serious mistakes?

- A. Controlling. B. Planning. C. Leading.

8. When the President of Tianjin University hands out diplomas at commencement, which managerial role he or she is playing?

- A. Figurehead. B. Disseminator. C. Spokesman.

9. Tomas Johnson is a plant manager in a large manufacturing company. Which managerial hierarchy he falls into?

- A. Top manager. B. Middle manager.
C. First-line manager.

essay Q's

10. What are the functions of management?

11. What are the ten roles which managers are expected to play?

12. What are the skills of managers?



assignments 课题作业

Prepare a brief summary on the similarities and the differences of the jobs of KFC manager, university president and football coach. This assignment may be presented either as a written text or orally in class next time.



extensions 自主拓展

Learn after-class “Current Managerial Approach — Toward Integration”. This text is included mainly as entertainment”. Think of which current managerial issue influences Chinese companies most?

The early years of the 20th century were a period of contrasts in management thinking. Four main approaches covering four perspectives on management made important contribution to the current management theories. Scientific Management pursued “one best way” for each job to improve productivity more efficiently. It dealt with the jobs of individual employees, whereas the attention of the General Administrative theorists was directed at the overall organization and how to make it more effective. The

theorists of General Administrative Approach viewed the organizations as machines and workers as cogs within these machines. By contrast, the *Human Resources Approach* placed much more emphasis on the human factor in the functioning of organizations. Quantitative Approach is the newest. It developed quantitative techniques to make optimizing decisions. Although, each perspective has validity, no single approach views overall management. A unifying framework for management began in the early 1960s. Like most fields of study, management, in its maturity, has moved toward integration.

Current Managerial Approaches

Process approach. The Process Approach was proposed as a way to encompass and synthesize the differences in the Scientific Management Approach, General Administrative Approach, Human Resources Approach and Quantitative Approach. It is also based on the management functions: planning, organizing, leading, and controlling, which is circular and continuous.

Systems approach. The Systems Approach is a relative newcomer to the field of management. It defines a system as a set of interrelated and interdependent elements functioning as a whole. An organizational system consists of four basic elements. First, inputs enter the system from the environment, including raw materials, human resources, capital, technology and information. The transformation process turns these inputs into finished products or services through employees' work activities, and the organization's technology and operations methods. Outputs are then produced in the form of products, services, profits or losses, employee behaviors, and information. Finally, the system's ultimate success depends on effective feedback with its environment. The two basic types of systems are closed and open. Open systems interact with their environment whereas closed

systems do not. All organizations are open systems although the degree of interaction may be different.

Contingency approach. The other recent addition to management theory is the Contingency Approach. It suggests that appropriate managerial behavior in a given situation depends on a wide variety of elements. The contingency perspective holds that universal solutions and principles can not be applied to social systems such as organizations since they are diverse in size, objectives, tasks, and the like.

Current Management Issues

A number of topics and trends are influencing the way management is practiced in organizations.

Workforce diversity. Managing a diverse workforce is a key challenge facing today's managers. Workers vary in sex, race, age, culture and other characteristics that present differences. Smart executives come to recognize the diversity can be a treasure because it brings a broad range of viewpoints and problem-solving skills to a company. Companies that can give a full play of all its human resources will enjoy a powerful competitive advantage.

Total quality management. Total quality management (TQM) is essentially a continuous, incremental program. It processes on customer needs, emphasizes participation and teamwork, and seeks to create a culture in which all employees strive to continuously improve such activities and outputs as the quality of the organization's products or services, customer response time, or work processes. Managers can effectively implement TQM by providing the right structure, technology, and human resources. The structure should be decentralized, have reduced vertical differentiation and wide spans of controls, and support cross-functional teams. The technology must be flexible to adapt to continuous improvement. The

workforce must be committed to the objectives of quality and continual improvement.

Re-engineering. Managers who can introduce and successfully implement revolutionary change are definitely important to the organizations worldwide. They direct re-engineering efforts, which refers to a radical redesign of all or part of a company's work processes to improve productivity and financial performance. In re-engineering, a company peels back its old way of operation and fiercely changes its structure, technology, and people by starting from scratch in re-examining the way the organization's work is done.

Teams. Teams are currently popular in organizations because they build up esprit de corps, free up management to do more strategic thinking, permit faster decision making, facilitate workforce diversity, and usually increase organizational performance. In order to manage the individual creativity and organizational innovation that lead to successful organizations, managers must find ways to make use of the unique strengths and abilities of each team member effectively. They recognize that the improvement of quality, productivity, and employee commitment largely depend on redesigning jobs and letting work teams make job-related decisions, which can be viewed as empowerment. In fact, an organization can really benefit by successfully expanding the worker's role in performing the job activities.

Scientific Management: an approach using "one best way" for each job 科学管理

General Administrative Approach: 通用管理理论

Contingency Approach: 权变理论 (contingency is the future problems that might encounter)