

现代企业管理实用外语 英日俄



*Practical Foreign
Languages*

*For Modern Enterprise
Management English*

にほんご

Русский язык

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现代企业管理实用外语

英 日 俄

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内 容 简 介

本书是现代企业管理方面的实用读物,内容包括英、日、俄三种外语,分别由长期执教现代企业管理外语的教授、专家编写。为便于自学,书中编有外文词汇表及汉语参考译文。

本书可供有关企业管理部门、大专院校作为教材,亦可供现代企业管理人员、经营人员以及大专院校师生自学外语之用。

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前 言

党的十一届三中全会以后,十几年来,我国改革开放和社会主义现代化建设的发展,取得了伟大的成就,在很大程度上也是得益于学习。1992年小平同志在视察南方的谈话中指出:“社会主义要赢得与资本主义相比较的优势,就必须大胆吸收和借鉴人类社会创造的一切文明成果,吸收和借鉴当今世界各国包括资本主义发达国家的一切反映现代化生产规律的先进经营方式、管理方法。”这一论述,是邓小平同志的建设有中国特色的社会主义理论宝库中又一重要思想。

我们试编一本既有利于学习现代企业管理知识、又有利于学习和提高外语知识的书。经过各位专家教授的共同努力,今天《现代企业管理实用外语》一书终于和大家见面了。

全书包括英、日、俄三种外语,有汉语参考译文,还有外语词汇表,查阅方便。

本书可供现代企业管理人员,经营人员以及大专院校师生自学外语之用,也可供有关企业管理部门,大专院校作为教材选择使用。

在编辑本书的过程中,承蒙上海市经济委员会和上海市经济管理干部学院的关心和支持。我国经济学家史景星教授审阅全书;上海师范大学骆开廉教授审阅俄语部分,上海大学罗宝健副教授审阅了英语部分,在此表示感谢。

由于编者水平有限,难免有错误之处,祈请读者指正。

编 者

1995年4月

CONTENTS

目 录

英 语

Lesson One	Management Comparison	3
Lesson Two	Visionary Leadership	7
Lesson Three	The Management Skills of Effective Leaders ...	12
Lesson Four	The Art of War Used in Management	17
Lesson Five	Foreign Direct Investment	20
Lesson Six	JIT System	24
Lesson Seven	Key to Product Competitiveness—Quality	28
Lesson Eight	Quality Is The Responsibility of Everyone	32
Lesson Nine	Foreign Market Pricing	35
Lesson Ten	Customer Retention	40
英语	参考译文	43

日 语

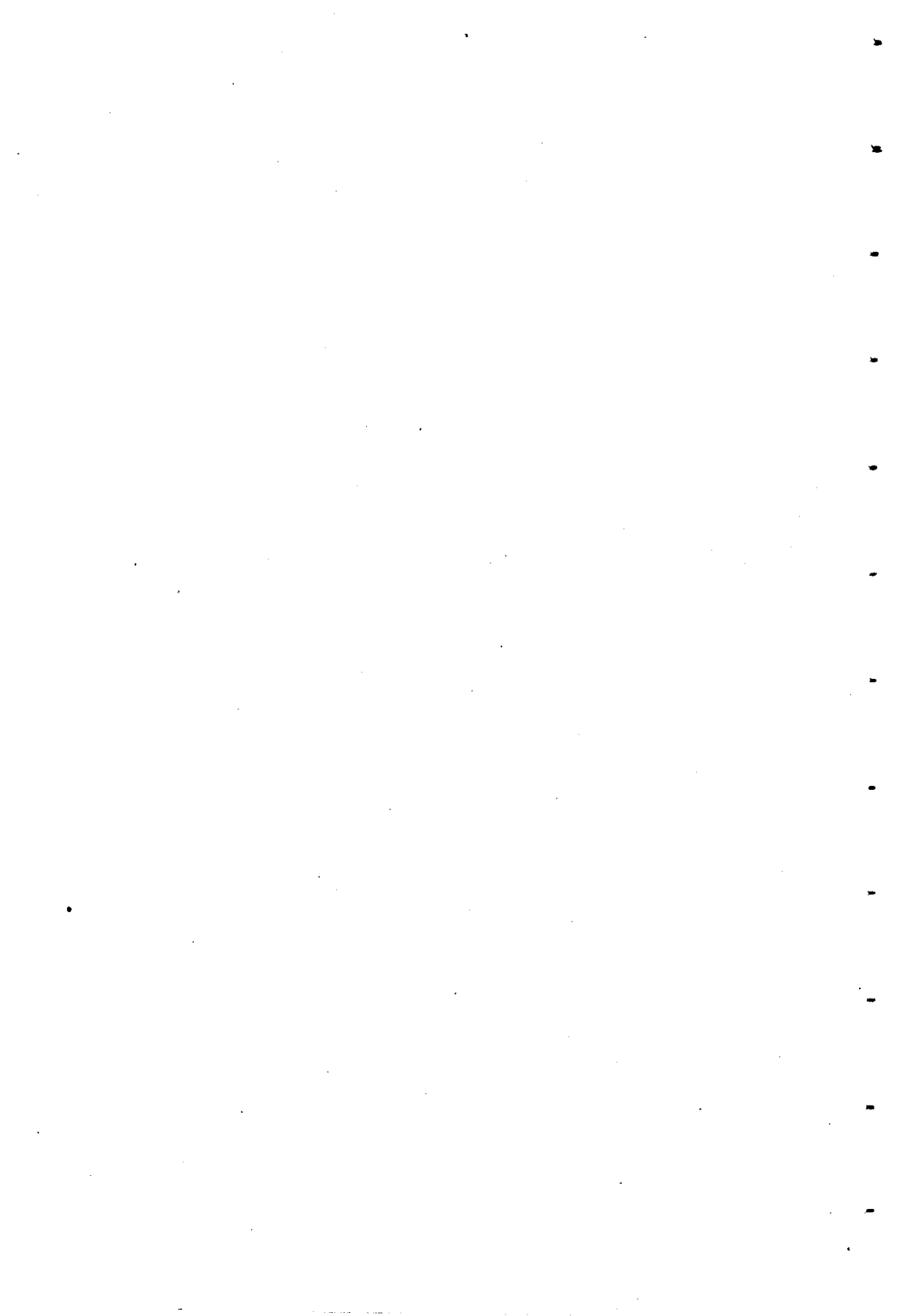
第一課	第二次世界大戦直後日本の経済	65
第二課	日本経済高度成長	72
第三課	資源を生かす 加工技術	76
第四課	円高不況と技術力(1)	80
	商品(2)	82
	コピ——食品(3)	85
第五課	日本経済のけん引車	87
第六課	株式会社神戸製鋼所	90
第七課	半導体摩擦の帰結	94
第八課	飽食の時代	99

第九課	コンピュータの発達	105
第十課	九十年代の技術	110
日語	参考译文	114

俄 语

Первый урок	Границы производственных возможностей	135
Второй урок	Рынок	140
Третий урок	Экономическая функция государства	144
Четвёртый урок	Капитал	149
Пятый урок	Спрос и предложение	153
Шестой урок	Кооперативная собственность	157
Седьмой урок	Аренда	161
Восьмой урок	Акция	166
Девятый урок	Частная собственность (1)	170
Десятый урок	Частная собственность (2)	174
俄语	参考译文	178

英 语



Lesson One

Management Comparison

Productivity levels are of great concern to every country on the face of the earth. In recent years, many U. S. businesses have looked to Japan to find the answer to the productivity crisis in the United States, while many Japanese scholars attend universities in the United States to learn about management. Japan's phenomenal success in increasing productivity is often attributed to its managerial approach and low wage rates. But with the rise of the Japanese yen and the fact that the labor cost component of products becomes increasingly less important, managerial competence becomes even more crucial.

There is an abundance of literature on both U.S. and Japanese management. Since Japan and the United States present contrasting managerial approaches, Chinese managers probably could adopt aspects from either approach. But which country uses managerial practices that would be appropriate for making Chinese businesses more effective and efficient? The first step should be to identify Chinese managerial practices and to analyze whether they are closer to the U.S. or the Japanese model. Then they should be compared and contrasted with current practices used by large, state-owned businesses in China.

There is general agreement on the basic characteristics of Japanese and U.S. management, but there is less agreement - and

certainty – about the transferability of the practices(not the science) of management to other cultures. In the 1960s, scholars and practitioners were very much concerned about the universality and transferability of management. A great deal of controversy centered on the question of whether management is culture-bound. Some suggest it is, while others point to the universality of management. Harold Koontz, who developed one of the most comprehensive models of comparative management, concluded that the opinion differences about the universality of management can probably be attributed to the fact that management as science-organized knowledge has universal application, but the practice of management is an art and as such must be adapted to the situation.

To understand what management is, we have to ask “What do managers really do?” One of the most widely used frameworks for structuring managerial knowledge is to take the managerial process and divide it, as a first order classification, into the functions of planning, organizing, staffing, leading, and controlling. Key managerial activities are then grouped within these functions. We will first discuss these functions and then point out the differences of managing in the United States and Japan.

Many writers point out the differences in the managerial practices in Japan and the United States, or in the West in general. But others report that, for example, no differences have been found in participation in the decision-making process or in job satisfaction in Japan and elsewhere. Therefore, the contrasting managerial approaches are suggestive.

Management, once considered a U.S. challenge to Europeans, has become, in the minds of many, a Japanese challenge to managers in the United States. Whether the perception of the superiority of Japanese management practices is correct and there is some

doubt-remains to be seen. In the meantime, many Chinese managers are at the threshold of a managerial revolution in which more government-owned organizations gain greater autonomy. Selectively, competition is encouraged and incentives for private initiatives are promoted. There is an increasing market orientation, and decision power for meeting customer needs is decentralized (there have been even some highly publicized bankruptcies). To adapt to these and other changes, Chinese managers look at both Japanese and United States managerial practices and compare them with their past experiences. Some may be transferable, but others are not. The environment, especially socio-cultural factors, does influence practice, but its impact may have been overstated.

Words and expression

productivity *n.* 生产率, 生产力

look to 期待, 指望

phenomenal *a.* 现象的, 非凡的

be attributed to 把……归因于

abundance *n.* 丰富, 充裕

literature *n.* 文献, 作品

crucial *a.* 决定性的, 紧要关头的

contrast *vt.* 使对比, 使对照

approach *n.* 方法, 途径

practice *n.* 实践, 惯例

state-owned 国有的, 国营的

characteristic *a.* 特有的, 表示特性的

n. 特点, 特征

universality *n.* 普遍性

organized *a.* 组织化的, 条理化的

transferability *n.* 可转移性, 可移植性

controversy *n.* 争论, 论战

be adapted to 使适应, 使适合

classification *n.* 分类

threshold *n.* 开始, 初期

bankruptcy *n.* 破产

Lesson Two

Visionary Leadership

The United States still relies on technological innovation alone to remain an economic power, but vision and leadership will be the requisites for corporate survival in the 21st century. Thus, visionary leadership must be exhibited by all managers in an organization. But visionary leadership is easier called for than achieved. Developing visionary leaders requires a plan or model. We must know where we are going to get there. We have developed a model that shows the components and elements of visionary leadership.

The model is best viewed in pairs: strategic mission/managing change, continuous improvement/innovative culture, and cooperative performance/ innovation.

Strategic Mission

In the past, mission statements focused on specific projects and corporate growth. Customer orientation was seldom mentioned. Today, corporations are beginning to realize that customers count. Without them, there is no business. To achieve a customer-oriented outlook, corporations must initiate and promote this approach through strategy deployment. Such strategy deployment must be more than top-down, one-way communication by a CEO. It is deployment by consensus, a methodology that allows input on organizational goals and objectives from all managers and supervisors.

Managing Change

Change is inevitable, yet everyone resists it. Managing change is theory-oriented because we cannot predict the future with 100 percent accuracy. But those corporations with the best predictions (theories) can better anticipate customer needs. As we approach the 21st century, a corporation's ability to exceed customer needs as opposed to merely meeting them will mean the difference between success or failure.

Continuous Improvement

Instead of searching for quick-fixes, American industry needs to ask: What are the concepts, strategies, structures, tools, and skills that have propelled Japan to become a world industrial leader? We may find their secret is a continuous improvement mentality in their employees.

Quality involvement such as TQC seems to support this mentality of continuous improvement. The process of continual improvement becomes more of an asset than the improvement itself-the journey is more important than the final destination. If we become process-oriented, then we have learned to reinforce not only results, but also employees' efforts.

Innovative Culture

If we are going to have an innovative culture, then we must be people-oriented. To be people-oriented, we must have knowledge of our employees' needs. The carrot and stick approach no longer works as a motivator. If we are going to ask our employees to be innovative, then we must develop a trusting and supportive environment. When something goes wrong, a visionary leader must ask why the error was made rather than who is to blame.

Whether we work as technical trainers, first-line supervisors, middle managers, or CEOs, to be visionary leaders we must understand the realities of:

Ownership through participation.

Knowledge of employee needs.

Employees as assets.

An environment conducive to an innovative culture.

Cooperative Performance

Creation of a cooperative performance culture can be results-oriented, but realistic expectations must be set and team recognition must take precedence over individual recognition.

Human resource development of a flexible, knowledgeable, and synergistic workforce will be the premier competitive factor as we move toward the 21st century. Visionary leaders must create and nurture a culture that promotes cooperative performance and allows synergism to achieve spectacular results.

Innovation

Innovation is technology-oriented. The buzzwords of MRP, MRP II, CNC, CIM, CAD, CAM, DNC, TQC, JIT are all very good strategies. but they are not quick-fixes. If innovation equals technological advancements, then integrating those advancements becomes a crucial issue for survival and maintenance of the competitive edge. Integrating islands of automation and technology is no easy task because department walls exist. Process control within and between departments must be established before system integration and automation is installed.

Conclusion

Visionary leadership means a passion toward customer satisfaction. Visionary leaders must be futuristic in their organizational strategies. They must understand that their role is to drive and manage change. They must be able to nurture a continuous improvement mentality using a process-oriented management methodology that reinforces employee efforts to maximize results. They

must develop an innovative culture that recognizes employees as assets and allows ownership through participation. Visionary leaders will understand that results are a necessity to survive in a capitalistic global market, but they must set realistic expectations to make employees winners, not losers. The visionary leader is technologically literate and realizes that time is the competitive factor. He or she must be able to accomplish the integration and near perfection of all functions to reduce invention to market cycle times, produce near perfect quality, and be cost competitive.

Words and expressions

rely on 依靠, 依赖

technological innovation 技术革新

visionary leadership 远见卓识的领导

component *n.* 成份

in pairs 成对地

customer-oriented 以顾客为主, 顾客导向

strategy deployment 战略展开

top-down 自上而下

theory-oriented 理论导向

anticipate *vt.* 预测, 预见

go wrong 出毛病, 犯错误

process-oriented 以工作过程为导向(重点)

passion toward 对某一活动的强力热情或热心

creation *n.* 创造

integration *n.* 一体化, 集成

quick fixes 快速整顿术

CEO = chief executive officer 总经理, 最高执行官

MRP = material requirements planning 物料需求计划