

经管英语对话

English for Managment

陈倩 主编

经管

英语

对外经济贸易大学出版社

经贸英语口语系列丛书

经 管 英 语 对 话

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前 言

中国加入 WTO (The World Trade Organisation 世贸组织) 标志着中国从此向世界敞开了大门, 同时也使中国的商贸全面走向世界成为现实。国际贸易交流必不可少的工具是语言。英语是国际交往中使用最多的语言。我国二十世纪九十年代的一份调查报告显示, 中国的国际贸易交往 80% 是通过英语来进行的。因此掌握好英语, 特别是英语口语, 乃进行国际贸易的必要前提。然而我国当今商业界的专业人士, 尤其是民营企业界和中小型商贸界人士在这方面多少缺乏准备, 而英语专业毕业生又对商贸知识和商贸语言知之有限。为此, 经理老板们纷纷学起了英语, 英语专业的毕业生也学起了商贸, 各高校英语专业争先恐后地开设商贸英语课, 国际贸易专业开设英语口语课, 并且课时量与英语专业学生一样。可见, 英语, 尤其是英语口语在整个国际贸易教学中所占地位的重要。

口语表达是人际交往中最直接便捷的方式。我们编写这一套系列丛书就是为了满足上述人士的学习所需。本系列丛书分别为商贸、管理、金融共三册。全套各册均以话题为切入点编排。话题交谈中使用到的语言功能表达, 语言点, 专业词汇是学习的重点, 在各单元均有标出。每单元的编排思路充分考虑了先摄入后学用的语言学习的基本原则和使用需要, 即语言摄入→提示讲解→练习→练习答案。各册中的语言点, 语言功能有时重复出现, 因为一种语言功能并不限于一个话题、一种场合使用。再者, “重复”是掌握所学内容的必要手段。如此, 这套丛书既适合非英语专业的使用者, 又可用作英语专业学生的口语教材或口语辅助教材。

本书的编写是在许多热心人的支持和协助下实现的。在此我们要特别感谢河北理工学院经管系徐静珍副教授为我们提供商贸、金融两册的话题, 杜丽娟博士为我们提供管理一册的话题。感谢马晓航老师参与商贸分册的中文部分的校对。感谢外国专家 Peter 为我们审阅英语部分。

最后, 希望本书的出版能给使用者带来效益, 并欢迎提出宝贵的意见。

编者
2005 年 8 月

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Unit 1

QUALITIES OF A MANAGER 管理者的素质

单元提示



1. 管理者应具备的素质

2. 表达法

● I guess...

● must

● be to do sth.

● what / which / how + to do

“我认为……”用于表达自己的观点

表示责任或义务

表示“将要……”

做什么 / 做哪个 / 怎么做

对话

见习人员大卫 (David) 就管理人员的素质问题请教管理专家帕克先生 (Mr. Park)。

David: Mr. Park, you are a management expert. Could you tell me what's the role of a manager?

Park: The role of manager is decision-making. If things are going smoothly, there isn't much for management to do, but if things go wrong or new opportunities arise, somebody has to decide on hiring and firing workers, investing in new machines, marketing new products and so on.

David: Then the qualities that a manager should have?

Park: Well, the basic quality for a manager should be the ability of setting objectives. Unlike a worker, a manager must decide what goals and objectives his or her department or organization must strive to achieve.

David: Then he must organize his employees to carry out different jobs.

Park: Yes. Organizing is another necessary ability of a manager. He must determine what tasks to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and so on.

David: That's really complicated. I guess another quality is motivating and communicating. He must communicate with his group of employees and encourage them to finish their work together.

Park: That's one of the leading roles he should play. He must have good human skills—listening to employees with problems and helping them work out solutions, understanding how to encourage and reward superior performance. Above all, managers must know how to communicate—both orally and in writing—with their superiors, peers as well as their subordinates.

David: Yes. Any other qualities should a manager have?

Park: Measuring performance and developing people are also managers' basic tasks. They must decide what factors are important to success, and then establish standards against which to measure individual or group performance. They must also develop people, for their most important resource is the people who work for them.

David: What do you mean by “developing people”?

Park: Managers must require and encourage their employees to learn continually so that they can move on. Employee training is one of the main tools to accomplish this.

David: So a manager must make a lot of decisions.

Park: Absolutely.

David: Well, thank you, Mr. Park.



参考译文

大卫：帕克先生，你是管理专家。你能不能给我讲讲管理人员的作用是什么呢？

帕克：管理人员的作用是制定决策。如果一切进展顺利，那么管理人员就没有什么要做。但如果出现问题或有新的机会，就要有人在雇用或解雇员工、投资购买新机器及新产品投放市场等方面作出决定。

大卫：那么，经理需要具备什么素质呢？

帕克：好，一名经理应当具有的基本素质就是制定目标。不像工人，经理必须决定他的部门或组织努力奋斗的目标或宗旨。

大卫：那么，他必须把他的职工组织起来完成不同的工作。

帕克：是的，组织能力是经理应有的另一素质，他必须决定要完成什么任务、谁来完成、任务如何分类、谁向谁汇报等等。

大卫：那确实很复杂。我想另一素质就是激励与沟通。他必须与他手下员工沟通，鼓励他们一起完成他们的工作。

帕克：那是他所应起到的领导作用之一。经理必须有与人打交道的技能，倾听职工诉说问题并帮他们找到解决办法，明白如何鼓励职工表现优秀，并给予奖赏，更重要的是经理必须懂得如何与上级、平级或下属进行口头或笔头交流。

大卫：好，一名经理还需要什么其他素质呢？

帕克：衡量成绩与培养员工也是经理的基本任务。他们必须决定什么因素对成功是重要的，然后确定用来衡量个人或集体成绩的标准。他们也必须要“培养人”，因为他们最重要的资源就是为他们工作的人。

大卫：你说的“培养人”是什么意思？

帕克：管理者必须要求并鼓励他的员工不断地学习，这样他们才能进步。职业培训是完成这一目标的一个主要手段。

大卫：看来经理要作出很多决定。

帕克：是的。

大卫：谢谢您，帕克先生。

词汇注释

1. **go wrong** 出问题 *v.* 误入歧途，(机器等)发生故障，走错路
e. g. His friends helped him **go wrong**. 他的朋友把他带坏了。
2. **strive** / straiv / (to do; for; against), 努力
e. g. to **strive with** / **against** a temptation / difficulty 和诱惑 / 困难作斗争
3. **achieve** / ə'tʃi:v / *vt.* 完成，达到
4. **determine** / di'tɜ:mɪn / *vt. vi.* 使下定决心；决心，决意
e. g. He determined to go at once. 他决心立刻就走。
 - 1) be determined to do sth. 决心做某事
e. g. I **am determined to do** better than Mike. 我决心比迈克做得更好。
 - 2) determine sb. against sth. 使某人决定不做某事
e. g. His advice **determined me against** drink and smoke.
他的劝告使我决定不再抽烟喝酒了。
 - 3) determine sb. to do sth. 使某人决定做某事
e. g. The potential profits **determine** McDonald's to open 400 to 500 restaurants a year outside the United States.
潜在的利润使麦当劳快餐连锁店决定一年内在国外开办 400 到 500 家餐馆。
 - 4) determine on / upon 决定
e. g. I have **determined on** / **upon** going to the countryside after graduation.
我已决定毕业后到农村去。
5. **motivate** / məʊtɪveɪt / *v.* 激发
6. **complicated** / 'kɒmpleɪtɪd / *adj.* 复杂的，难解的
7. encourage sb. to do sth. 鼓励某人(做某事)
e. g. I **encouraged** her to work hard and to try for the examinations.
我鼓励她用功为这次考试做努力。
8. help sb. (to) do 帮助某人做……
e. g. The staff worked hard to **help** the company (to) **overcome** the financial difficulty.
全体员工努力工作，帮助公司摆脱了财政困难。
9. above all *adv.* 最重要，首先
e. g. **Above all**, the news that he has succeeded inspired me greatly.
最重要的是，他成功的消息对我是极大的鼓舞。

10. communicate with...与……交流

e. g. The Minister for Foreign Affairs has already **communicated** on this event **with** the American President.

外交部长已经跟美国总统就此事件交换过意见了。

11. as well as

1) as well as conj. 既……又

e. g. The students also receive writing skill training **as well as** reading skill training.
学生们不但接受阅读技巧训练而且受到写作技巧训练。

2) as well as prep. 都,除……之外,以及

e. g. We advertise in most of the principal trade journals **as well as** in some of the professional ones.

我们的广告大多登载在主要的行业期刊上,也登载在若干专业期刊上。

12. subordinate / sə'bɔ:dɪnət / n. 下属

13. continually / kən'tɪnjuəli / adv. 不断地,频繁地

表达法

1. I guess “我认为……/我想……”用于表达自己的观点。

e. g. 1) I **guess** the company will not join in the competition, even if it is able to.

我想,这家公司即使有能力,也不会参加这次比赛。

2) I **guess** a job hunter who has the best credentials in the world still will fail in the job interview.

我想,一个持有世界上最好文凭的求职者也可能败于求职面试。

2. must “必须,应该”。表示一种责任和义务,可用来发出劝告或命令。

e. g. 1) We **must** apologize for the delay of the catalogue, which was supposed to be sent out last week.

我们必须为(商品)目录晚到一事表示歉意,该目录本应上周寄出。

2) We **must** have a clear idea about the topic, before any argument is given.

在提出辩论点之前,我们必须对这个议题有一个清楚的认识。

3. be + to do sth 表示约定的、计划中的或按责任、义务要求即将完成的动作,也可以表示注定要发生的事情。

e. g. 1) They **are to meet** each other at four this afternoon.

他们约定下午4点见面。

2) All these things **are to be dealt with** as soon as possible.

所有这些事情都要尽快处理。

4. “how / what / when / where / which / why / whether + 带to的不定式”结构常用于下列动词之后: ask, decide, discover, find out, forget, learn, remember, show, think, understand, wonder 等。

e. g. 1) I showed him **what to do with** the business letters. 我告诉他如何处理商业信件。

2) I wondered **whether to write or phone**. 我不知道应该写信还是打电话。

练习

1. 根据对话回答问题

- 1) What is the role of management?
- 2) If things go wrong or new opportunities arise, what does a manager have to decide on?
- 3) What qualities should a manager have?
- 4) What do good human skills refer to?
- 5) What does "developing people" mean?

2. 用所给词的适当形式填空

strive	as well as	go wrong	communicate	above all
carry out	arise	require	motivate	determine

- 1) It is the management committee that _____ departmental policy.
- 2) _____ a considerable salary, our company also offers excellent benefit package which includes educational reimbursement.
- 3) If things _____, he had to resign the leading position as the CEO.
- 4) All the employees are _____ to have a good command of writing in English.
- 5) We must always _____ to improve our work.
- 6) Despite the lack of money, we _____ the project successfully.
- 7) _____, the company reacted to the workers' complaints by dismissing the director.
- 8) Since Susan left England, she has been _____ with her parents by telephone.
- 9) After a thorough investigation, the board found out that the accident _____ from carelessness.
- 10) Examinations do not _____ a student to seek more knowledge.

3. 汉译英

- 1) 除了通过就业机构招聘人才之外,用人单位还通过在校内举行招聘洽谈会的方式招募人才。
- 2) 学生们不仅通过看英语电影学英语,而且通过读英语报纸和杂志学英语。
- 3) 我想,最大的困难还是组建管理人员队伍。
- 4) 在制定政策之前,我们必须了解我们的竞争对手。
- 5) 他注定会因缺少资金而放弃这个项目。
- 6) 你现在不必决定是否接受这份工作。
- 7) 公司决定在这个项目上投资两百万元。
- 8) 自从实行新政策以来,项目是以极大的效率和速度完成的。



你想借鉴公司用人经验吗？请阅读下面的文章。

How We Hire Outstanding People and Hold On to Them

我们如何雇用并留住优秀人才

Three strongly held beliefs drive our hiring system. First, the only way to hire outstanding people is for managers themselves to find the people they need. Hiring is an acquired skill. The more people you interview, evaluate, and select, the better you get at interviewing, evaluating, and selecting. Thus, it is up to a manager, not the human resource staff, to locate desirable candidates, prescribe them before they enter the formal evaluation process, and monitor the process as it unfolds. The human resource department plays a modest role in suggesting candidates but no role in evaluating them.

We have a second inviolate principle of hiring: We don't buy employees. Someone who will join Cypress for a few percentage points more in salary is not the kind of career-oriented person we want.

We don't bid for great talent; people with great talent come to Cypress because they want to win. Members of our team are rewarded with stock options and the highest percentage raises in the industry.

We have a third principle: The interview and evaluation process should be tough, fair, and expeditious. There's no reason a manager can't prescreen a candidate by telephone, bring him or her in for two rounds of interviews, and make an offer within one week. We meet the one-week target about 75% of the time.

(黄珠仙,王友明, 国际经济贸易英语阅读)

词汇注释

Hiring is an acquired skill. 用人是一种通过实践获得的技巧。

evaluate / i'væljeit / *vt.* 评价, 估计

It is up to sb. to do sth. 由……负责做……

human resources staff 人力资源部门人员

prescribe / pri'skraib / *v.* 指示, 规定

monitor / 'mɒnɪtə(r) / *vt.* 监视, 监控, 检验, 检查

modest / 'mɒdist / *adj.* 谦虚的, 谦让的, 适度的

inviolate / in'vaiələt / *adj.* 未亵渎的, 无污点的, 未受侵犯的

career-oriented person 事业型人才

stock options 股票期权

expeditious/ ekspi'diʃəs /adj. 迅速的, 敏捷的

练习参考答案

1. 根据对话回答问题

- 1) The role of management is decision-making.
- 2) He has to decide on hiring and firing workers, investing in new machines, marketing new products and so on.
- 3) The first basic quality for a manager should be the ability of setting objectives. Organizing is another ability required of a manager. Another quality is motivating and communicating. Measuring performance and developing people are also managers' basic tasks.
- 4) Good human skills refer to listening to employees with problems and helping them work out solutions, understanding how to encourage and reward superior performance. Above all, managers must know how to communicate—both orally and in writing—with their superiors, peers as well as their subordinates.
- 5) It means encouraging the employees to learn continually so that they can move on.

2. 用所给词的适当形式填空

- | | | | | |
|----------------|---------------|------------------|-------------|--------------|
| 1) determines | 2) as well as | 3) go wrong | 4) required | 5) strive |
| 6) carried out | 7) Above all | 8) communicating | 9) arise | 10) motivate |

3. 汉译英

- 1) Employers also recruit candidates through campus interviews as well as employment agencies.
- 2) Students also learn English through reading newspapers and magazines, as well as through watching English films.
- 3) I guess the biggest challenge is assembling an effective team of managers.
- 4) We must know something about our opponents, before any policy is made.
- 5) He is to give up the project for lack of money.
- 6) You needn't yet decide whether to receive the job.
- 7) The company has been determined to invest two millions in the project.
- 8) Since the new policy was carried out, the program has been implemented with great efficiency and speed.

Unit 2

LEVELS OF MANAGEMENT 管理层次

单元提示



1. 公司的管理模式

2. 表达法

● Thank you very much for saying so. (表示对称赞的回答)

● It is true that...

确实……

● How about...?

(用来征求他人的意见、观点或看法)

● while

(引导并列句,表示转折)

● It's my pleasure.

(表示对感谢的回答)



怀特先生(Mr. White)想组织自己的公司,但他对公司的组织及人员管理方面知之有限。他找到了当公司经理的朋友史密斯先生(Mr. Smith)并就此向他请教。

White: Mr Smith, your company is developing so fast. A lot of people admire its good management. Can you give us a general picture of the management of your company?

Smith: Thank you very much for saying so. Of course, it's true that our company is well managed, but our company is a large and complex one. Besides me, there are two executive vice presidents, the chairman of the board and quite a few department heads, plant supervisors and division managers. There are also several branch offices scattering in foreign countries. They all have made their contributions.

White: So there are different levels of management.

Smith: Yes, there are three management levels—top management, middle management and lower management. The president, the chairman of the board and the executive vice presidents represent the top management.

White: How is the president's responsibility different from the chairman's?

Smith: The president and the executive vice presidents are responsible for establishing

long-range goals and policies. They also see that subordinates are delegated adequate authority to carry out their responsibilities. But the chairman's function is to preside at the meetings of the board and gives advice on major and difficult problems such as those in finance.

White: I see. How about the middle and lower ones?

Smith: The middle management is responsible for establishing intermediate goal, such as product development, production methods, product profitability and so on. While the lower management is mainly in charge of production quotas, cost analysis, quality control and other day-to-day operating concerns.

White: I see. Thank you very much.

Smith: It's my pleasure.



参考译文

怀特：史密斯先生，你们公司发展得如此之快，很多人都羡慕你们的管理。你能从整体上给我们介绍一下公司的管理情况吗？

史密斯：多谢你的赞扬。我们公司在管理方面确实做得不错。可我们的公司很庞大，除了我，还另有两个副总裁、董事长、很多部门的主管、工厂监理和科室主任。还有几个在国外的分支机构。他们都作出了自己的贡献。

怀特：因此，你们公司有着不同的管理层次。

史密斯：是的。通常有三个管理层次——高级管理、中级管理和低级管理。总裁、董事长和执行总裁属于高级管理层次。

怀特：总裁与董事长的责任分工有什么不同呢？

史密斯：总裁和两个副总裁负责制定长远规划和政策，并确保给予下属有充分的权力来担负起他们自己的职责。而董事长的责任是主持召开董事会并对像财政方面这样重大、困难的问题给予指导。

怀特：我明白了。那么中层和低层管理呢？

史密斯：中层管理人员负责制定中间目标，如产品开发、生产方法、产品利润等。而低层管理人员主要负责生产定额、成本分析、质量管理和其他日常工作业务。

怀特：我明白了。非常谢谢你。

史密斯：不客气。



1. give sb. a picture of ...描绘……

e. g. Can you **give me a general picture of** the fundamental differences between the sales-oriented and the customer-oriented approach?

你能给我概括一下以推销为目标和以客户为目标的方式之间的根本差异吗？

2. **besides** 介词,意为“除……之外/ 还有……”。注意 **besides** 和 **except** 的区别。

besides 指“除……外, 另外还有”, 着重“另外还有”

e. g. **Besides** a competitive salary, a range of other benefits will be offered.

除了高薪之外, 还将提供一系列的福利待遇。(提供高薪和一系列的福利待遇)

except 的含意是“从整体里减去一部分”, 因为“所说的道理或事实不能适用于那部分”, 着重于“排除在外”。

e. g. Every member of the original staff was signed **except** her.

除她之外的原班职员都是签约雇用的。(她不是签约雇用的)

3. **executive** / ɪg'zekjʊtɪv / *adj.* 实行的, 执行的, 行政的

4. **supervisor** / 'sjʊ:pəvaɪzə / *n.* 监督人, 管理人, 检查员

5. quite a few 不少, 相当多 (= a good few)。修饰可数名词复数。

e. g. 1) **Quite a few** foreign companies have rushed into China recently in order not to miss out the market.

最近许多外国公司涌入中国抢占市场。

2) **Quite a few** employees have shown great concern for the company's development.

许多员工对公司的发展表现出极大的关注。

6. be different from 与……不同

e. g. The selling styles of the two companies **are quite different from** each other.

两家公司的销售风格彼此完全不同。

7. **subordinate** / sə'bɔ:dɪnət / *n.* 下属

8. **delegate** / 'delɪgət / *vt.* 委派...为代表

9. **finance** / 'faɪnæns / *n.* 财政, 金融

10. **profitability** / ,prɒfɪtə'bɪlɪti / *n.* 收益性, 利益率

11. in charge of 主管, 负责, 掌管

e. g. 1) The chief engineer **was in charge of** directing the building of the subway.

总工程师负责指挥地铁的建造工程。

2) Mr. Smith **is in charge of** the Customer Service Department.

史密斯先生负责客户服务部。

注意 in charge of 与 in the charge of 的区别。

in charge of 负全责, 经管, 照顾

in the charge of sb. 由某人负责, 由某人照料 / 管理

对比本条 1)、2) 和 3)、4) 两组例句:

3) Directing the building of the subway **was in the charge of** the chief engineer.

地铁的建造工程由总工程师负责。

4) The Customer Service Department **is in the charge of** Mr. Smith.

客户服务部由史密斯先生负责。

12. **analysis** / ə'neɪləsɪs / *n.* 分析, 分解

表达法

1. Thank you very much for saying so. 表示对称赞的回答。

e. g. —I really must express my admiration for your competence.

—**Thank you very much for saying so.**

——我的确对你的能力表示钦佩。

——非常感谢你这么说的。

类似表示对称赞的回答有:

Thank you. 谢谢。

I'm very glad you think so. 我很高兴你这么想。

It's very nice of you to say so. 谢谢你这么说。

Thank you, but it's not really all that good. 谢谢你, 不过确实没那么好。

Oh, you flatter me. 哦, 你过奖了。

Oh, I have a lot to learn yet. 哦, 我还有很多要学习。

Oh, it was nothing really, nothing at all. 哦, 这真的没什么, 一点也没什么。

2. It is true that... 确实……

e. g. 1) It is true that businesses want and need people with good communication skills.

确实, 商界需要有良好交际技巧的人。

2) It is true that even the college-trained employees should improve their communication skills.

确实, 即使受过大学教育的雇员也需要改进他们的交际能力。

3) It is true that we can receive various kinds of information through the Internet.

的确, 通过因特网我们能获得各种各样的信息。

5. How / What about...? “……怎么样?, ……如何?”

e. g. 1) 用来代替与前面相同的情况。例如:

—Does your company offer an excellent benefit package that includes medical insurance?

—Yes. **What about** your company?

—Yes, it does.

——你们公司提供包括医疗保险在内的福利待遇吗?

——是的, 我们公司提供。那么你们的公司提供吗?

——是的, 我们公司也提供。

2) 用来征求他人的意见、观点及看法或提出建议。

e. g. **What about** having the office painted? 把办公室油漆一下怎么样?

What about putting off your visit till Monday, then?

那么, 把你的访问推迟到下周一如何?

What about appointing Ms Hahn Regional Manager for the Middle East?

任命 Ms Hahn 为中东地区区域经理怎么样?

6. while 引导并列句,表示转折。

e. g. 1) **While** I understand what you say, I can't agree with you.

虽然我理解你的意思,但我还是不同意。

2) Some companies encourage the salesperson to adopt the hard sell technique, **while** other companies leave the salesperson to decide which technique to use.

有些公司鼓励销售人员采用硬推销术,然而另一些公司却让销售人员自己决定采用何种策略。

7. It's my pleasure. 用于回答对方的感谢。

e. g. —Thank you very much for your recommendation. 非常感谢你对我的推荐。

—**It's my pleasure.** 我很乐意。

类似的回答有:

I was glad to be of some service to you. 我很乐意为你效劳。

At your service. 愿为你效劳。

Please don't mention it. 请不要客气。

No trouble at all. 没什么。

You are welcome. 不用谢。

练习

1. 根据对话回答问题

- 1) What is the managing structure of the company?
- 2) What's the main responsibility as the company president?
- 3) What is the function of the chairman of the board?
- 4) How about the middle management?
- 5) What is the lower management in charge of?

2. 根据所给内容完成下面对话

A: 1) _____. (我想让你给我概括介绍一下新项目) Some time next week, Monday, if possible.

B: Ok. Let me have a look at my schedule. 2) _____. (11点怎么样?)

A: No, that's not good. 3) _____. (我 11:15 要在董事会上发言。我们不能安排在下午 4 点?)

B: Ok then, Monday afternoon at 4:00.

3. 汉译英

- 1) 不少管理者发现,即使受过大学教育的雇员也不能很好的交际。
- 2) 除了可观的工资收入,公司还提供对他们进行管理技术方面的全面培训。
- 3) 我负责公司的信函往来。
- 4) 该委员会负责调查事故的原因。