



新维度外语系列教程



商学导论英语教程

An English Course of Introduction to Business

丛书主编 谢群 陈立华

主编 袁奇



北京理工大学出版社

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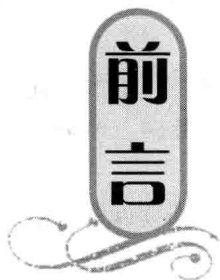
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(Preface)

随着中国经济与世界经济接轨的步伐逐步加快,英语专业教学的内容、方法和模式都需要进行不断的创新、嫁接与融合,只有如此,学生的知识和能力才能得到丰富和加强,才能在竞争激烈的就业市场拥有广阔的就业空间,英语专业教学才能符合经济社会发展的需要。传统的英语语言文学专业只注重英语语言文学知识和语言能力的培养,课程的设置都是围绕语言知识的获得和英语语言一般使用能力的培养来进行。照此模式培养的学生一旦走上工作岗位就会发现,单一的语言知识和不涉及专业的语言能力远远不能满足不同行业对专业知识的要求。

商务英语是商务和语言的相互融合,是英语的一种应用变体。随着经济发展的全球化,中国已更广泛、更深入地融入了国际商务活动,社会对具备商务英语专业技能的人才需求也呈不断上升趋势。教育部于 2007 年首次批准在对外经济贸易大学设立中国第一个商务英语本科专业,这标志着商务英语经过 50 多年的发展,第一次在中国高等教育专业序列中取得了应有的学科地位。根据《高等学校商务英语专业教学要求》,商务英语专业知识与能力由语言知识与技能、商务知识、跨文化交际能力和人文素养 4 个模块构成。其中商务英语专业知识类课程是商务英语专业人才培养方案中的一个重要组成部分。

基于以上认识编写了本书,旨在让学生置身于实际的商务情境,通过学习商务基础理论和知识,直接进行商务实践的训练,从而为将来的职场竞争打好基础。

全书分为 15 个单元,每单元设置一个主题,以基本的商业行为为主线,从企业的开始创建到经验管理,系统地培养学习者对各种商业情境的认知和理解,训练其从事相关商务活动的基本能力。这 15 个单元包括商业环境、企业家精神、发现商机、创建企业、组织结构、员工招聘与培训、员工激励、企业文化、生产与产品、市场营销、财务管理、企业融资、企业社会责任、进入国际市场、电子商务。



在编写本书时,为了提高学习效果,编者对每个单元的结构进行了特别的安排。

第一,在每个单元开头都有一段英文导读(Lead-in),简要介绍本单元所涉及的商务活动或内容,并设计了关于该单元内容的思考题(Warm-up Questions/Discussion),以激发读者的兴趣。

第二,每个单元包括一篇课文和一篇补充阅读材料。通过阅读课文,学生不仅能够熟悉专业词汇和特殊表达方式,还能够了解该领域内的主要概念。课文页面标出了文中的关键词汇,并给出了中英文解释。这样的安排能够便于学习者快速地理解和记忆词汇,同时也有助于他们对课文的理解。补充阅读材料意在扩大学生相关的知识面。

第三,每个单元课文后面都设计了一些课后练习,包括针对课文的问答题(Reviewing Questions)、完形填空(Cloze)、句子翻译(Translation)。每个单元还提供了一个案例分析(Case Study),让读者能够运用本单元所学词汇来分析问题,进行讨论。最后布置了两类任务——商务报告(Business Report)和观点陈述(Presentation),让学习者做一些实地调研活动,或者进行发散性思考,并且口头宣讲其调查结果,从而达到巩固其商务专业知识的目的,还可以锻炼其在商务领域的英语运用能力。

由于编者水平有限,编写中肯定存在不少疏漏和欠妥之处,欢迎读者批评指正。

编 者



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Unit 1

Business Environment



Learning Objectives

After learning this unit, you should be able to:

1. Explain the concept of business environment.
2. Describe the importance of understanding business environment.
3. Differentiate the internal and external environment.
4. Describe the various components of the internal and external environment.
5. Describe the various components of the micro and macro environment.



Lead-in

Understanding the environment within which the business has to operate is very important for running a business unit successfully at any place. Because, the environmental factors influence almost every aspect of business, such as its nature, its location, the prices of products, the distribution system, and the personnel policies. Hence it is important to learn about the various components of the business environment, which consists of the economic aspects, the socio-cultural aspects, the political framework, the legal aspects and the technological aspects, etc.

Warm-up Questions/Discussion:

1. Could you give a brief explanation of business environment?
 2. What factors will influence the operation of a business?
 3. How can we classify the factors that influence the business operation?
-



Introduction to Business Environment^①

The term business environment is composed of two words—"business" and "environment." In simple terms, the state in which a person remains busy is known as business. On one hand, the word "business" in its economic sense means human activities like production, extraction or purchase or sales of goods that are performed for earning profits. On the other hand, the word "environment" refers to the aspects of surroundings. Therefore, business environment may be defined as a set of conditions—social, legal, economical, political or institutional that is uncontrollable in nature and affects the functioning of organization.

The economic environment of business is affected by internal and external factors. On one hand, an internal factor that affects the business environment is the costs of labor, materials, processes and procedures. Internal factors can be improved through company projects. On the other hand, external factors can also affect a company's business environment and the business has less control over these factors.

Internal Environment

An organization's internal environment is composed of the elements within the organization, including current employees, management, and especially corporate culture, which defines employee behavior. The following sections describe some of the elements that make up the internal environment.

(1) Organizational mission statement

An organization's **mission statement**^② describes what the organization stands for and why it exists. It explains the overall purpose of the organization and includes the attributes that distinguish it from other organizations of its type. Effective mission statements lead to effective efforts. In today's quality-conscious and highly competitive environments, an effective mission statement's purpose is centered on serving the needs of customers.

(2) Company policy

Company policies are guidelines that govern how certain organizational situations are addressed. Just as colleges maintain policies about disciplines,

① The text is excerpted from www.thegeminigeek.com with abridgment.

② mission statement (目标宣言): An official statement of the aims and objectives of a business or other organization.



companies establish policies to provide guidance to managers who must make decisions about circumstances that occur frequently within their organizations. Company policies are an indication of an organization's personality and should coincide with its mission statement.

(3) Formal structure

The formal structure of an organization is the **hierarchical**^① arrangement of tasks and people. This structure determines how information flows within the organization, which departments are responsible for which activities, and where the decision-making power rests. Some organizations use a chart to simplify the breakdown of its formal structure. This **organizational chart**^② is a **pictorial**^③ display of the official lines of authority and communication within an organization.

(4) Organizational culture

The organizational culture is an organization's personality. Just as each person has a distinct personality, so does each organization. The culture of an organization distinguishes it from others and shapes the actions of its members. Corporate culture is based on the shared values, heroes, rites and rituals and the social network among the staff. Values are the basic beliefs that define employees' successes in an organization. A hero is an **exemplary**^④ person who reflects the image, attitudes, or values of the organization and serves as a role model to other employees. A hero is sometimes the founder of the organization. However, the hero of a company doesn't have to be the founder; it can be an everyday worker who had a tremendous impact on the organization. Rites and rituals are routines or ceremonies that the company uses to recognize high-performing employees. The social network is the informal means of communication within an organization. This network, sometimes referred to as the company **grapevine**^⑤, carries the stories of both heroes and those who have failed. It is through this network that employees really learn about the organization's culture and values.

(5) Organizational climate

A byproduct of the company's culture is the organizational climate. The overall

① hierarchical (等级体系的): Classified according to various criteria into successive levels or layers.

② organizational chart (组织结构图): A diagram representing the management structure of a company, showing the responsibilities of each department, the relationships of the departments to each other, and the hierarchy of management.

③ pictorial (用图画表示的): Relating to, characterized by, or composed of pictures.

④ exemplary (可做模范的): Serving as a model.

⑤ grapevine (信息传播途径): An unofficial means of relaying information, esp. from person to person.



tone of the workplace and the morale of its workers are elements of daily climate. Workers' attitudes dictate the positive or negative "atmosphere" of the workplace. The daily relationships and interactions of employees are indicative of an organization's climate.

(6) Resources

Resources are the people, information, facilities, infrastructure, machinery equipment, supplies, and finances at an organization's disposal. People are the **paramount**^① resource of all organizations. Information, facilities, machinery equipment, materials, supplies, and finances are supporting, nonhuman resources that complement workers in their **quests**^② to accomplish the organization's mission statement. The availability of resources and the way that managers value the human and nonhuman resources impact the organization's environment.

(7) Managerial philosophies

Philosophy of management is the manager's set of personal beliefs and values about people and work and as such, is something that the manager can control. These managerial philosophies then have a subsequent effect on employees' behavior, leading to the self-fulfilling prophecy^③. As a result, organizational philosophies and managerial philosophies need to be in harmony.

(8) Managerial leadership styles

The number of coworkers involved within a problem-solving or decision-making process reflects the manager's leadership style. Empowerment means delegating to subordinates decision-making authority, freedom, knowledge, autonomy, and skills. Fortunately, most organizations and managers are making the move toward the active participation and teamwork that empowerment entails.

External Environment

A business does not function in a **vacuum**^④. It has to act and react to what happens outside the factory and office walls. These factors that happen outside the business are known as external factors or influences. These factors are government and legal factors, geo-physical factors, political factors, socio-cultural factors, demographical factors, etc. They will affect the main internal functions of the

① paramount (最重要的): Of chief concern or importance.

② quest (追求): The act or an instance of seeking or pursuing something.

③ prophecy (预言): A statement made about the future.

④ vacuum (真空): A state of being sealed off from external or environmental influences; isolation.



business and possibly the objectives of the business and its strategies. External environment is of two types: micro/operating environment and macro/general environment.

(1) Micro/operating environment

The environment which is close to business and affects its capacity to work is known as micro or operating environment. It consists of suppliers, customers, market intermediaries, competitors and public.

① Suppliers: They are the persons who supply raw materials and required components to the company. They must be reliable and businesses must have multiple suppliers, i.e. they should not depend upon only one supplier.

② Customers: Customers are regarded as the king of the market. Success of every business depends upon the level of their customers' satisfaction. Types of customers include wholesalers, retailers, industries, government, other institutions and foreigners.

③ Market intermediaries: They work as a link between business and final consumers including the middlemen, marketing agencies, financial intermediaries^①, and physical intermediaries.

④ Competitors: Every move of the competitors affects the business. Business has to adjust itself according to the strategies of the competitors.

⑤ Public: Any group who has actual interest in a business enterprise is termed as public, e.g. media and local public. They may be the users or non-users of the product.

(2) Macro/general environment

Macro/general environment includes factors that create opportunities and threats to business units. The following are the elements of macro environment.

① Economic environment: The larger economic environment of a society is a factor that can affect a company's business environment. During a recession, consumers spend less on optional items such as cars and appliances. As a result, the business environment suffers. On the other hand, if the economic environment is one of prosperity, consumers are more likely to spend money, not just on necessities, but larger items as well.

Economic environment is very complex and dynamic in nature that keeps on changing with the changes in policies or political situations. It has three elements:

① intermediary (中介): One that acts as an agent between persons or things; a means.



economic conditions of public, economic policies of the country, and economic system. It also includes other economic factors like infrastructural facilities, banking, insurance companies, money markets, capital markets, etc.

② Political environment: Political environment includes factors like the nature of government policies, particularly those related to taxation, industrial relations, regulation of internal business and industry, and foreign trade regulations. It also relates to the stability of the government in power and risk of major political disturbances.

The political environment can affect the economic environment of businesses. Legislators at different levels may provide incentives or **tax breaks**^① to companies or they can impose regulations that restrict business transactions. For example, if a political body states that a company must include a certain chemical in its product, the cost of the product differs. The company passes those costs on to the customer in the form of higher prices. The customer must determine whether he wants to purchase that product. If he does not purchase the product, then the company does not receive the revenue. If a large number of customers decide not to purchase the product, the company may need to layoff employees.

③ Socio-cultural environment: Influence exercised by social and cultural factors, not within the control of business, is known as socio-cultural environment. Socio-cultural factors cover the nature of the life style, culture, attitude and other such common factors that influence and describe the behavioral characteristics typical of the people. These factors include: attitude of people to work, family system, caste system, religion, education and marriage, etc.

Social factors that affect the economic environment of a business are the cultural influences of the time. For example, a fashion designer that creates bell bottom, striped pants, will not succeed in an environment where straight-leg, solid colored pants are desired. A social environment that tends to be more conservative will not support styles that appear to be trendy. The fashion designer's business will suffer if he does not change the clothing style. The same would apply to the manufacturers that produce and stores that sell these wares.

④ Technological environment: A systematic application of scientific knowledge to practical task is known as technology. Innovation and technology affect business

① tax break (减税): A tax deduction that is granted in order to encourage a particular type of commercial activity.



environments. Technological dimension covers the nature of technology available and used by an economy or industry in general. It also covers the extent to which development in technologies are likely to take place. This may be reflected by factors like expenditure on R&D and rate of **obsolescence**^①.

Every day there have been vast changes in products, services, lifestyles and living conditions, therefore these changes must be analyzed by every business unit. As technology advances, a business is forced to keep pace. For example, when computers were first invented, they were the size of a room. Users were forced to employ punch cards to perform basic functions. Today, computers that are much more powerful can fit into the palm of a hand. Businesses that do not keep up with technology risk increased costs of production and higher prices. If the company's cost to produce a product or service outpaces the competitors, the company may soon find itself out of business.

⑤ Natural environment: Natural environment refers to the physical or geographical environment affecting the business. It includes natural resources, weather, climatic conditions, port facilities, **topographical**^② factors such as soil, sea, rivers, rainfall, etc. It also includes the considerations like environmental pollution. Every business unit must look for these factors before choosing the location for their businesses.

⑥ Demographic environment: It is a study of the perspective of population, i.e. its size, standard of living, growth rate, age-sex composition, family size, income level (upper level, middle level and lower level), education level, etc. Every business unit must see these features of population and recognize their various needs and produce accordingly.

⑦ International environment: International environment is particularly important for industries directly depending on imports or exports. The international factors that affect the business are globalization, liberalization, foreign business policies, and cultural exchanges.

As stated above, business enterprises cannot remain independent of the society and the institutions. So whatever decision they make has to be **in tune with**^③ the requirements of society and the **dictums**^④ of the institutions. A business

① obsolescence (陈旧过时): Being in the process of passing out of use or usefulness; becoming obsolete.

② topographical (地形的): Concerned with the surface features of a place or region.

③ in tune with (符合): In agreement with someone or something.

④ dictum (官方宣言): A formal or authoritative statement or assertion; pronouncement.



organization has to continuously monitor the environment so as to identify the business opportunities and threats. By exploring its strengths and minimizing its weaknesses, if the organization can capitalize these opportunities and effectively thwart^① the threats, then it would be able to grow.



Exercises

I. Reviewing Questions

Answer the following questions according to the text.

1. How can we define business environment?
2. How can we define an organization's internal environment?
3. How can we define an organization's external environment?
4. What are the internal factors that affect the economic environment of a business?
5. What are the external factors that affect the economic environment of a business?
6. How can we define an organization's micro environment?
7. How can we define an organization's macro environment?
8. What are the elements of an organization's micro environment?
9. What are the elements of an organization's macro environment?
10. Why is it important for businesses to scan the business environment?

II. Cloze

Read the following passage and fill in the blanks with the words given below. Change the form where necessary.

predict	competitive	category	adopt	dynamic
scanning	framework	affect	operation	confusing

Business firms wishing to ____1____ an open system of management approach find it difficult to define the business environment. The management has to limit its consideration of the environment, only to those aspects of the outside world which are of major importance to the success of an organization. The concept of business environment is too broad and it would be hopelessly ____2____ to consider each and every aspect in it. Customers, competitors, government units, suppliers, financial institutions and labor pool are part and parcel of the external environment, and available resources, be it physical or human, behavior, synergy, strengths and

① thwart (阻止): To oppose successfully or prevent.



weaknesses and distinctive competence determine the nature of the internal environment of a business firm.

Further, you can divide the business environment into two ____ 3 ____, the direct-action environment that has an immediate effect and influence on the organization's decisions, say, government regulations, labor unions, suppliers, customers and competitors. The other category, namely, the indirect environment does not have a direct effect, but nevertheless influences the operations of a firm. These would include factors such as technological, economical, socio-cultural and political, to name a few.

Each and every organization is bound to form its own strategies to define the scope or network of operations, in a business environment. What is a general environmental factor may be specific for another. Precisely speaking, a firm has to consider both the macro and micro environments that ____ 4 ____ its life and development. Corporate strategists must be aware of the fundamental features of the current environment to plan accordingly.

SWOT analysis or environmental ____ 5 ____, is the basic monitoring system that helps a firm to compile, process and forecast the necessary information gathered from the external environment. This is also helpful in determining the opportunities available for the success of the firm in the market, and gives a clear picture about the threats to be handled. As the business environment is highly ____ 6 ____ and volatile, it is inevitable for a business organization to visualize and perceive the opportunities and constraints in store for it.

While SWOT analysis is a tool that helps in scanning the external environment, using the value chain in internal analysis proves to be a useful approach to determine the organization's strengths and weaknesses. It is equally important that a firm must be competent both externally and internally. Adoption of a disintegrated view of the firm helps in diagnosing a company's key strengths and weaknesses. The value chain is a ____ 7 ____ that disintegrates a firm into its strategically relevant activities, to understand the behavior of the company's cost and potential sources of differentiation.

A firm gains ____ 8 ____ advantage by performing these key internal factors or strategically important activities, in an efficient manner than its competitors. Identifying the primary activities of a firm such as inbound logistics, operations, outbound logistics, marketing and sales, followed by service, denotes the distinct activities that are performed to design, produce, market, deliver and support its product.



The support activities such as procurement, technology development, human resource management and the infrastructure of the firm should not be overlooked, since they are the ones that are essential throughout the entire chain of 9.

It is therefore an indispensable fact that, the management should attempt to 10 changes in different environmental forces and discern the opportunities and threats emanating from the environment.

III. Translation

1. Just as colleges maintain policies about disciplines, companies establish policies to provide guidance to managers who must make decisions about circumstances that occur frequently within their organization. Company policies are an indication of an organization's personality and should coincide with its mission statement.
2. The formal structure of an organization is the hierarchical arrangement of tasks and people. This structure determines how information flows within the organization, which departments are responsible for which activities, and where the decision-making power rests. Some organizations use a chart to simplify the breakdown of its formal structure. This organizational chart is a pictorial display of the official lines of authority and communication within an organization.
3. Philosophy of management is the manager's set of personal beliefs and values about people and work and as such, is something that the manager can control. These managerial philosophies then have a subsequent effect on employee's behavior, leading to the self-fulfilling prophecy. As a result, organizational philosophies and managerial philosophies need to be in harmony.
4. A fashion designer that creates bell bottom, striped pants will not succeed in an environment where straight-leg, solid colored pants are desired. A social environment that tends to be more conservative will not support styles that appear to be trendy. The fashion designer's business will suffer if he does not change the clothing style. The same would apply to the manufacturers that produce and stores that sell these wares.
5. When computers were first invented, they were the size of a room. Users were



forced to employ punch cards to perform basic functions. Today, computers that are much more powerful can fit into the palm of a hand. Businesses that do not keep up with technology risk increased costs of production and higher prices. If the company's cost to produce a product or service outpaces the competitors, the company may soon find itself out of business.

IV. Case Study

Business Climate "Tougher"

by Wei Tian

Chinese companies are facing even tougher business conditions now than during the 2008 global crisis, according to a survey of more than 4,000 companies. The findings resulted in experts calling for less government intervention and more support for the private sector to improve the business environment.

Among the seven sub-categories of the research, conditions for companies in the fields of human resources, financial services, the legal environment, government administration, and infrastructure have worsened.

However, progress has been made in intermediary services and the social environment, according to the Business Environment Index for China's Provinces 2011 Report.

The findings follow a three-part survey of businesses nationwide, conducted in 2006, 2008 and 2010. More than 90 percent of the 4,230 companies interviewed in 2010 were small and medium-sized enterprises (SMEs).

Non-State-owned enterprises contributed more than 90 percent of the sample, and more than 70 percent of the companies surveyed operate in the manufacturing sector.

The survey is based on both the operational data from companies and the opinions of business owners, who were asked to grade each category from one to five, with five being classified as "very good." The average score improved significantly between 2006 and 2008, but declined in 2010.

Some of the problems highlighted include supplementary levies charged by local governments, regional protectionism and difficulty in obtaining support for financing, said Fan Gang, director of the National Economics Research Institute at the China Reform Foundation, who helped compile the report.