

Part One

Business Management and Strategy

商务管理和策略

Unit 1 Setting up a Business

创建公司



Key Sentences

1. Compared with other types of business, a sole proprietorship has greater freedom in deciding on business policies and operations.

与其他经营方式相比，独资企业在决定企业政策和经营方式上有更大的自主权。

2. Many sole proprietors may be experts in one field or another, but seldom have the expertise in every aspect of managing a modern business, which involves at least marketing, financing and human resources management.

许多独资企业主或许是这方面或那方面的专家，但他们却不可能具有经营现代企业的每个方面的专门技术，这些方面至少包括营销、融资和人力资源管理。

3. We get along quite well and the shop is beginning to attract more customers.

我们做得不错，商店正开始吸引更多的顾客。

4. We didn't invest the same amount of capital.

But we've combined our resources very well.
我们所投资的资金额度不同，但我们把自己的资源结合得很好。

5. One advantage of a general partnership is that one partner can invest less capital than the other, but the partner can contribute important services or skills, sometimes just a name or reputation.
普通合伙经营的优势在于一位合伙人可以比另外一位合伙人出资的金额少，但这位合伙人可以提供重要的服务或技能，有时仅仅是一个名字或声誉。

6. A partnership is easy to form, but may be difficult to maintain.
合伙经营建立容易，但维持也许不容易。

7. If a company goes bankrupt, its creditors can take away the assets of the company but not the personal property of the owners.
如果一家公司倒闭，其债权人可以拿走此公司的资产，但不能拿走债务人的个人财产。

8. After you obtain the corporate charter, the stock holders, as owners, hold a meeting to organize the corporation.
一旦得到成立公司的特许证后，股东就像公司所有者一样举行会议组建公司。

9. The stock holders vote at annual meetings.
股东每年开会进行选举。

10. A corporation has the right to own property, to buy and sell and the right to sue and be sued.
公司有权拥有财产、买卖财产并具有起诉和被起诉的权

力。

11. An executive makes a lot of important decisions—setting objectives, coordinating work, hiring and firing, evaluating and just generally leading.

管理者做出许多重要决定——制定目标、协调工作、雇佣解聘员工、评估业绩和主持一般工作。

12. It would take sometime for the request to travel up the chain of command.

这个要求经过管理系统（指挥链）上达还需要一段时间。

13. The board of directors choose a president, who in turn appoints other senior officials of the company.

董事会选举董事长，董事长再依次指定公司其他高层管理者。

14. Most franchisees feel that they have the best of both sole proprietorship and corporation.

大多数特许经营商认为，他们既享有独资经营的好处也享有公司经营的好处。



Conversation

情景对话 1

合伙经营

(Two friends, A and B are having lunch together in a restaurant and they are talking about the partnership.)

两位朋友在餐馆吃午饭，他们在一起谈论合资企业：

A: I've been pretty busy these days. You know, I went into business with my friend, Jimmy.

A 这些天我很忙 我正与朋友吉米做生意。

B: Oh, good. How's it going ?

B: 噢，很好。怎么样？

A: We get along quite well and the shop is beginning to attract more customers.

A 我们进行得不错 商店开始吸引更多的顾客了。

B: Are you two partnership ?

B 你们是合伙经营吗？

A: Yes. I'm very pleased about it. We seem to have the right combination. Jimmy's background is in accounting. He's the one who's good at keeping the books and ordering stock. And I've liked talking a lot. I guess I'm rather good with customers. I enjoy selling, you know.

A: 是的。我对此形式很满意。看起来我们的组合还不错。吉米对会计在行，她善于管账和记录库存情况。而我喜欢与人交谈，我认为我善于与顾客打交道。我喜欢销售工作。

B: Sounds interesting. I guess it's not too risky a business.

B: 听起来很有意思。我想这不是个太冒险的生意。

A: We haven't had any problems, although I suppose all business can be risky. Being partners, we're both liable.

A 我们不存在任何问题 尽管我认为所有生意都有风险。合伙经营，我们俩人都要承担责任。

B: What kind of arrangement do you have for distribution of profits and losses ?

B 你们准备以何种方式分配利润和损失？

A: They're equally shared. We hope to be in business for a long time.

A：平均分配。我们希望生意长期做下去。

B: You've really become very knowledgeable about business.

你已真正地成为生意行家了。

情景对话 2

独立经营

(A—Mike's friend is talking with Mike—B about running a business of Mike's.)

迈克的朋友 A 与迈克 B 谈论建自己公司的事：

A: Are you going into this business by yourself ?

A 你准备自己做生意吗？

B: Yes. I'd like to have a company with my name on it, where I make the decisions and where I control the profits.

B 是的 我准备以自己的名字命名公司 自己做决定 自己掌握利润。

A: If you go into business alone, it's called a sole proprietorship. In this case, you probably won't even need a lawyer to form the business. You can start or stop the business whenever you like.

A：如果你一个人经营，就叫独立经营形式。这种情况下，你甚至不必请律师帮助你成立公司。只要你愿意，可以随时开业或停业。

B: That's good. What other encouraging things can you tell me ?

B 很好 你还能告诉我什么让我觉得不错的事 ?

A: You don't have to consult partners or a board of directors, so you can put your policies into effect quickly. You decide on your vacation, hours, salary, hiring and firing.

A: 你不必与合伙人商量或与董事会协商, 这样你可以立即施行你的决定。你自己决定假期、工作时间、薪水、雇用和解雇员工。

B: It sounds good.

B 听起来不错。

A: Wait a minute. I feel I have to tell you about some of the risks involved, too.

A 慢着 我认为我还必须得告诉你涉及的风险。

B: What kinds of risks ?

B 什么样的风险 ?

A: The most important risk to remember is that you have unlimited liability. This means that you are responsible for all your business debts. If the business fails, you could lose personal assets.

A 最大的风险就是你有无限责任。这说明必须对所有生意上的债务负责。如果生意失败了, 你就可能失去个人财产。

B: It sounds frightening. What else should I know ?

B 听起来很可怕。我还应该知道些别的什么 ?

A: Do you have financing ? That's usually diffi-

cult for a small business to get.

A: 你要融资吗? 对小企业来说融资通常很困难。

B: Yes, I know. Fortunately, that's taken care of. And I'll also have to hire a good accountant to do my taxes.

B是的 我知道。幸运的是 这一方面已经没问题了。而且, 我还要雇一个好会计来处理我的税务问题。



Key Terms

1. **sole proprietorship** 个人企业
2. **board of directors** 董事会
3. **asset** 资产
4. **do one's taxes** 料理某人的税务
5. **do one's books** 记某人的账 料理某人的账务
6. **partnership** 合伙企业
7. **distribution of profits** 利润分配
8. **legal advice** 法律咨询
9. **incorporate** 使组成公司
10. **issue and sell stock** 发行并出售股票
11. **stock holders** 股东
12. **bylaws** 公司章程细则
13. **sue** 起诉
14. **corporate charter** 成立公司的特许状
15. **executive** 行政管理人员 总经理或董事
16. **authority** 权力

17. competent 有能力的 能胜任工作的

18. set objective 制定目标

19. immediate superior 顶头上司

20. span of control 权力范围 控制范围



Related Knowledge

Forms of Businesses

There are various forms of businesses in the current market economy. Among them, there are four major forms, namely, sole proprietorship, partnership, corporation and franchise.

A sole proprietorship(个人经营) is a business owned and controlled by one person. Take the United States for example, sole proprietorships account for about three-quarters of all businesses. They concentrate in restaurants, street corner grocery stores, florists, beauty saloons, drug stores, farms and similar businesses.

A partnership(合伙经营) is an association of two or more persons to carry on as co-owners of a business for profit. Most partnerships have a written contract which stipulates the duties of each partner, the way to share profits and losses, and in case of dissolution(终止、解除), the method to divide assets and/or liabilities(债务). A part-

nership can raise more capital than a sole proprietorship, but if your business keeps growing and needs huge sums of capital, you may have to choose a different form. Besides, if you remain a general partner, unlimited liability may get on your nerves(使紧张不安) now and then. If you have such problems, a corporation may be the answer.

To form a corporation, at least three incorporators are needed. The incorporators (合伙人) are also called stockholders or shareholders, because they hold shares, which represent ownership of the company. They own the company and therefore have the right to elect a board of directors. The board of directors then chooses a president (董事长), who in turn appoints other senior officials of the company. All these officials, including the president, are responsible to the board for the day-to-day management of the company. A corporation is a legal person (法人). It can receive, own and transfer property, enter into contracts, sue and be sued. Corporations are the backbone(支柱) of modern economies.

Franchising (特许经营) is a licensing agreement (特许经营权), under which the franchiser grants the franchisee the right to sell or use the former's product, service or method in return for a royalty

(特许权) from the latter. The franchiser also assists the franchisee in financing, selecting business site, organizing, training, purchasing, advertising and other management activities.

Unit 2 Developing, Researching and Testing New Products

新产品开发、调研、测试



Key Sentences

1. Market Research says we can't have too high a price tag on this kind of item.

市场调研表明这种商品不能定过高的价格。

2. After your customers try a new brand and get to know it and like it, you can raise the price.

你方顾客试用了新品牌并逐渐了解和喜欢上它之后，你就可以提价了。

3. The most important thing to know in introducing a new product is that you must bring attention to it.

介绍一种新产品，最重要的是你必须吸引大家对它的注意。

4. You're competing with well-known products, so you should start with especially low prices.

你是在与知名品牌竞争，因此开始时必须以特别低的价格

位出售。

5. To most people, a product is something tangible, but the intangible attributes of product often play a more important role in attracting customers.

对大多数人来说，产品是有形的东西，但产品的无形属性常常在吸引顾客的过程中起着更重要的作用。

6. In product development, following competitor's ideas often leads to failure.

在产品开发时，一味跟从竞争对手的想法往往会导致失败。

7. During the stage of screening, ideas are evaluated on their technological feasibility, marketability, production costs, profitability, etc.

在测试阶段 要就技术可行性、市场销售性、生产成本和赢利性等方面的看法做出评估。

8. We'll put out only a small screen model to start with.

我们开始时将生产一小批测试样品。

9. Market Research, in fact, says that the automatic go-to-sleep button of the product may be the bigger selling point.

根据市场调研的调查结果，这种产品的自动休眠按钮功能可能是个较大的卖点。

10. Even though it's actually about the same in function, the lower price has a favorable psychological effect.

即使货物实际功能相同，较低价格的商品也能从心理上

起到良好的效果。

11. A really low price might mean no credit, home delivery, repair or installation services.

实际上低价位也许意味着不能赊账、不免费送货、没有维修和安装服务。



Conversation

情景对话 1

产品开发与计划

(Richard and Marc are at lunch. Richard is Vice President in charge of Product Development, and Marc is Vice President in charge of the Legal Department.)

(理查德和马克正在共进午餐。理查德是负责产品开发的副总裁 马克是负责法律部的副总裁。)

Marc: Hi, how's it going ?

马克 :嗨 进行得怎么样了 ?

Richard: Great! We're moving right along on that new line of clock-televisions.

理查德 :好极了。我们带时钟的电视机的生产线进展很顺利。

Marc: Super! Are we going to be able to apply for a patent soon ?

马克 :太好了。我们很快就能申请专利吗 ?

Richard: I hope so. I'm having drawings prepared now. We're still testing the product.

理查德 :希望如此。我正在让他们把图样绘好。我们还

在测试产品。

Marc: What were the Market Research findings, by the way ?

马克：顺便问一下，市场调研部的调查结果是什么？

Richard: Well, it looks as if there's a fair market for the product at the moment. They think, though, that it'll take a few years for it to really catch on.

理查德：看来目前这种产品的市场还不错，然而他们认为还得好几年才能使这种产品流行起来。

Marc: That's understandable. We'll have to run a good advertising campaign.

马克：这是可以理解的。我们应该好好开展一个广告运动。

Richard: That's for sure. I think we're on to something big.

理查德：那当然。我认为我们还得干一些更大的。

Marc: Yes, and we must be thorough. We must do the most complete testing possible before we begin to market it.

马克：我们必须干得彻底。在该产品上市前我们必须尽可能全面地测试。

Richard: That's for sure. We want it to be a success.

理查德：是的，我们希望这能成功。

情景对话 2

引进新产品

(Charles is taking over his father's business.)

He's introducing a new line of products and has decided to talk to his friend, Dan, a business consultant, about it.)

(查尔斯接手他父亲的企业。他正引进一种新产品，决定和他的朋友丹谈谈。丹是一位商业顾问。)

Charles: Is there anything else I should particularly know about introducing a new product?

查尔斯：介绍一种新产品我还应该特别知道些什么呢？

Dan: The most important thing to know in introducing a new product is that you must bring attention to it. You're competing with well-known products, so you should start with especially low prices. It's important that you advertise this. Buy newspaper ads, maybe a radio spot and do a big window and floor display. People won't try a new product unless the store advertises it.

丹介绍一种新产品 最重要的是必须引起对它的注意。你是在与名牌产品竞争，所以一开始一定要用特别低的价格。重要的一点是一定要做广告。花钱在报纸上、电台做广告，搞大型的橱窗和地面展览。如果商店不为新产品做广告，人们是不会试买的。

Charles: That makes sense.

查尔斯：有道理。

Dan: After your customers try a new brand and get to know it and like it, you can raise the price.

丹：当你的顾客试买了新牌子，并逐渐地了解 and 喜欢它以后，你就可以提价了。