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# Unit 1

## ***Modern Administration***

### **Career Skill Description:**



In this unit you will learn to:

1. understand the functions of modern administration;
2. understand rules and regulations of a company;
3. draft rules and regulations.

## Section 1 Before-class Activities: Getting Things Ready

## Activity 1 Listen and Repeat

direct /dɪ'rekt/ v. 指挥; 指引

availability /ə'veɪlə'bɪləti/ n. 可用性; 有效性

revise /rɪ'vaɪz/ v. 修订; 修改

coordinate /kəʊ'ɔ:dɪnɪt/ v. 调整; 协调

accomplish /ə'kɒmplɪʃ/ v. 完成; 实现

capital /'kæpɪtəl/ a./n. 资本的; 资本

recruit /rɪ'kru:t/ v. 招聘; 招募

specific /spɪ'sɪfɪk/ a. 具体的; 详尽的

evaluate /ɪ'veljueɪt/ v. 评价; 评估

allocate /'æləʊkeɪt/ v. 把...拨给; 分配

locate /ləʊ'keɪt/ v. 找出; 指出

subordinate /sə'bɔ:dɪnɪt/ n. 下属; 部属

supervisory /,sju:pə'vaɪzəri/ a. 监督的; 管理的

asset /'æset/ n. 资产; 财产

distinguish /dɪs'tɪŋɡwɪʃ/ v. 区分; 辨别

output /'aʊtpʊt/ n. 产量; 输出

potential /pə'tenʃ(ə)l/ n. 潜能; 可能性

discipline /'dɪsɪplɪn/ n. 纪律; 处罚

incentive /ɪn'sentɪv/ n. 动机; 鼓励

managerial /,mænə'dʒɪəriəl/ a. 管理上的; 经理的

check /tʃek/ v. 检查, 检验

carry out 完成; 执行

break down into 分解成

in terms of 根据, 在...方面

tie to 捆绑于; 依赖

## Activity 2 Read and Complete

Read the passage in Section 2 and complete the following paragraph.

There are 4 basic management functions: 1\_\_\_\_\_, organizing, 2\_\_\_\_\_, and controlling. Planning is the first step for management to meet the 3\_\_\_\_\_ of an organization. Organizing function involves obtaining and coordinating natural resource, capital resource and 4\_\_\_\_\_ resource to accomplish the objectives. Directing is the process of influencing, guiding and 5\_\_\_\_\_ subordinates to carry out the organization's activities. At this level of management, managers focus on the 6\_\_\_\_\_ of employees. Managers' evaluation of work performance is called 7\_\_\_\_\_. Management checks to see that plans are carried out to achieve objectives.

## Section 2 In-class Activities: Things to Do

### Activity 1 Listen and Write

Score:

1	2	3	4	5
6	7	8	9	10

### Activity 2 Read and Think

1. What are the basic functions of management?
2. What is the greatest asset according to the managers?
3. Do you think you have the potential for doing managing work?

### Functions of Management

What a manager does is also called management function. There are four basic management functions: planning, organizing, directing, and controlling.

Management begins with planning. Since the purpose of management is to achieve organizational objectives, the most important function of management is planning. There are two types of plans: long-term plans and short-term plans. As changes occur every day in the availability of resources, amounts of money available, customer demands, and technology, managers of every level must respond to these changes and revise the plans of their organization.

Organizing involves obtaining and coordinating resources so that a business's objectives can be accomplished. Managers deal with every type of resources: natural, capital, and human. This means that the organizing function includes recruiting and training people to fill positions in the organization.

A manager typically breaks down an organization's plans into specific tasks and evaluates what resources are necessary for performing the tasks. If the resources are available within the company, the manager will make sure that they are allocated to the task when they are needed. If the resources are not available, the manager must locate and obtain the necessary resources before they are needed by the organization.

Directing is the process of influencing, guiding, and leading subordinates to carry out an

organization's activities. Directing is the most widely recognized function of management. It is particularly important at the first-line, or supervisory level of management.

Managers often say that "people are our greatest asset". By this they mean that a company's human resources, its employees, are what truly distinguish the excellent performance of one company from the ordinary performance of another. A manager's approach to directing subordinates should focus on their value. It should not view workers simply in terms of their output, problems, and costs. A manager must recognize a subordinate's potential. One aspect of directing is that a manager must build employee responsibility and achievement into a job. To fully realize their potential, workers need and want the demand, the discipline, and the incentive of responsibility.

The final managerial function is controlling or evaluating work performance. Controlling is tied to the planning function. Once the objectives have been set, management should check whether the plans are being carried out. If necessary, adjustments must be made to ensure organizational success.

(382 words)

### **Task 1 Test your problem-solving ability.**

Henri Fayol is well-known for his management theories. Try to find out who he is and his 14 principles of management.

### **Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

- ☐ 1. There are four basic management functions: planning, organizing, evaluating, and controlling.
- ☐ 2. The first step of management is planning.
- ☐ 3. Managers deal with every type of resource when they carry out organizational plans.
- ☐ 4. Controlling is tied to the directing function and plays an important role in administration.
- ☐ 5. All managerial functions aim to meet the objectives of the organization.

### **Task 3 Give brief answers to the following questions.**

1. What does "management function" mean?
-

2. What are the two types of plans managers make to meet the organization's objectives?  
\_\_\_\_\_
3. What resources do managers deal with for the performance of tasks?  
\_\_\_\_\_
4. What function is particularly important at the first-line level of management?  
\_\_\_\_\_
5. What should a manager focus on when directing subordinates?  
\_\_\_\_\_

#### Task 4 Match A with B.

A

1. 工作表现
2. 责任奖励
3. 客户需求
4. 长期计划
5. 员工价值
6. 人力资源
7. 资源配置
8. 达到目标
9. 组织目标
10. 管理职能

B

- A. functions of management
- B. meet the objectives
- C. customer demands
- D. human resources
- E. organizational objectives
- F. employees' value
- G. incentive of responsibility
- H. coordinate resources
- I. long-term plans
- J. work performance

#### Task 5 Fill in the blanks with the right words or phrases. Change the form where necessary.

make sure    carry out    achieve    be tied to    respond to  
available    deal with    widely    process    break down into

1. John checked the room carefully to \_\_\_\_\_ that nobody was there.
2. All plans must \_\_\_\_\_ simultaneously to meet the final goal.
3. What you \_\_\_\_\_ in your English-learning this term will help you a lot with your future work.

4. The responsibility of public relations \_\_\_\_\_ the General Office of this company.
5. The responsibility of the after-sales department is to \_\_\_\_\_ the customer demands.
6. Details of the competition are \_\_\_\_\_ from our head office.
7. All complaints will be \_\_\_\_\_ by our business agent.
8. Henri Fayol is \_\_\_\_\_ known for his 14 principles of management.
9. Management is the \_\_\_\_\_ of planning, organizing, directing, and controlling.
10. The work \_\_\_\_\_ specific tasks for different employees to perform.

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

1. An organization *must have* objectives and plans for meeting those objectives *before* anything else can occur.

接任这份工作之前，你必须接受相关考核。

参加会议之前，你必须完成这份报告。

2. *If* the resources are available within the company, the manager *will make* sure that they are allocated to the task when they are needed.

假如能成为公司的一员，我将忠于我的工作。

假如总公司扩大业务，我们将改变招聘计划。

3. Directing is *the most widely recognized* function of management.

广告是商家最广泛使用的推销手段。

今年，环保是所有企业最关注的问题。

4. What a manager does *is also called* management function.

公司的总经理也被称为总指挥。

人力资源也被称为最宝贵的财富。

5. *One aspect of directing is that a manager must build employee responsibility and achievement into a job.*

成功完成这项任务的一个方面是团队合作。

我们进一步合作的一个方面是我方可以帮助你方培训员工。

6. *Once the objectives have been set, management should check whether the plans are being carried out.*

一旦爆发经济危机，小企业会受到大冲击。

一旦签下合同，双方就必须履行义务。

## Section 3 Things to Write

### Activity 1 Task-based Writing: Rules and Regulations of a Company

#### Task 1 Study the following tips for writing.

Company regulation refers to the basic rules of standardizing a company's organization and behavior. The regulation usually consists of:

1. A **general introduction**: stating the reasons why the rules are set and expressing hopes that the rules are to be observed;
2. **Specific rules**: detailed rules concerning the workplace behaviors of employees. Rules may vary from company to company. But generally they include Do's and Don'ts regarding timekeeping, health and safety, company property, daily behaviors such as smoking, dressing, etc.

**Task 2 Study the following model for writing.****Introduction**

The general interest of all employees and the efficient operation of the business require the observance (遵守) of certain basic standards of conduct. The rules below are binding on all employees. You are asked to read them carefully and to discuss with your supervisor any points you do not fully understand.

Failure to observe the rules will result in disciplinary (惩戒的) action taken in accordance with the company's disciplinary procedure.

**THE FOLLOWING LIST IS PROVIDED BY WAY OF ILLUSTRATION ONLY AND IS NOT INTENDED TO BE EXHAUSTIVE (详尽).**

**Attendance and timekeeping**

- 1) All employees are expected to report for work punctually and to observe the normal hours of work in their Statement of Terms and Conditions.
- 2) If late for work, you are to report to your supervisor and explain the reason for lateness before starting work.
- 3) The company reserves the right to make deductions (扣减) from wages or salaries in respect of lateness or absence.

**Absence and time off**

- 1) If for any reason you are unable to report for work, you should telephone or send a message to your supervisor. You should indicate the reason for, and probable duration of, your absence.
- 2) In cases of sickness absence lasting 7 days or less, you should obtain and complete a company self-certification form immediately upon your return to work. All periods of sickness absence in excess of (超过) 7 days must be covered by Medical Statements (certificates). Statements must be sent to the company without delay.
- 3) If time off work is required for domestic or other reasons, prior authorisation is to be obtained from your supervisor.

**Health and safety**

- 1) Employees have a particular duty to safeguard the health and safety of themselves and all others who may be affected by their acts or omissions (疏忽).
- 2) All safety notices and instructions are to be strictly observed.
- 3) Safety guards are not to be adjusted or removed from machinery except by authorised persons.
- 4) No machinery is to be cleaned or adjusted whilst in motion.
- 5) All injuries from work must be reported to your supervisor immediately and entered in the Accident Book.



Company Rules

**Company property**

- 1) All company property shall be treated with due care.
- 2) No company property shall be removed from the company's premises (场所) without prior authorization from a member of management.
- 3) The company's time, materials and equipment shall not be used for unauthorized work.

**Company business**

All information about the company business acquired in the course of employment is to be regarded as strictly confidential (机密) and must not be disclosed (泄露) to another party except as required in the normal course of your work.

**Visitors**

Visitors are only to be brought onto company premises with the prior consent of management.

**Smoking**

Smoking is only allowed in the canteen and designated rest areas. Ashtrays (烟灰缸) are to be used and sensible fire precautions observed. Smoking is strictly prohibited in production, warehouse, stores and food preparation areas.

**Drinking**

Alcoholic beverages (饮料) are not to be brought onto, or consumed, on company premises.

**Gambling (赌博)**

Gambling is forbidden on company premises at all times.

**Private telephone calls**

Urgent private telephone calls may be received but should be kept as brief as possible. Essential outgoing calls may be made with the prior approval of your immediate supervisor.

**Task 3 Complete the following rules by translating the words given in brackets.****Gross Misconduct (严重违规处理办法)**

The following breaches (违背) make up gross misconduct and will render (致使) an employee liable (可能) to immediate dismissal (开除) — i.e. dismissal without notice.

1. Refusal or failure to \_\_\_\_\_ (执行合理指令).
2. A serious breach of the company's \_\_\_\_\_ (安全条例).
3. \_\_\_\_\_ (工作中的任何行为) which seriously endangers the health or safety of any other person, including interference with any equipment provided for the health and safety of employees.
4. Theft or fraud (欺骗), \_\_\_\_\_ (包括替其他雇员打卡).
5. \_\_\_\_\_ (蓄意破坏) to the property of the company or a fellow employee.

6. \_\_\_\_\_ (上班睡觉).
7. Being under the influence of drink or non-prescribed (非处方) drugs \_\_\_\_\_ (上班期间).
8. Conduct which is inconsistent (矛盾的) with the continuance of the relationship of loyalty \_\_\_\_\_ (公司和雇员之间).
9. \_\_\_\_\_ (严重违反) of the Internet and email policy.

## Activity 2 Applied Writing/Translating

### Task 1 Look at the words or phrases.

vulgar /'vʌlgə(r)/ *a.* 粗俗的  
 economize /ɪ(ɪ)'kɒnəmaɪz/ *v.* 节约  
 minor /'maɪnə/ *n.* 未成年人  
 sanitation /sæni'teɪʃən/ *n.* 卫生  
 sundries /'sʌndrɪz/ *n.* 杂物  
 stack /stæk/ *n.* 堆放  
 aisle /aɪl/ *n.* 走廊  
 passage /'pæsiɪdʒ/ *n.* 过道

scribble /'skrɪbl/ *v.* 涂画  
 nail /neɪl/ *v./n.* 钉牢; 钉子  
 spit /spɪt/ *v.* 吐痰  
 litter /'lɪtə/ *v.* 乱扔垃圾  
 socket /'sɒkɪt/ *n.* 插座  
 office supplies and files 办公用品和文件  
 workplace rules 工作场所规定

### Task 2 Translate into Chinese.

#### I. Work orders

1. Do not make noises or horseplay in the work area.
2. Do not say dirty words or speak vulgar language.
3. Protect properties and facilities, economize resources of the company.
4. Do not bring any minor into the company without permission.

#### II. Maintaining environmental sanitation

1. Offices should be reasonably organized with office supplies and files.
2. Sundries are forbidden to be stacked on aisles or passages.
3. Scribbling or nailing on walls without official permission is forbidden.



*Workplace Rules*

4. Spitting is forbidden.
5. Smoking in non-smoking zone is forbidden.
6. Littering and cigarette littering are forbidden.
7. Objects are forbidden to be placed on any power wire or socket so as to avoid fire because of heating.

## Section 4 After-class Activities: More Things to Do

### Activity 1 Read and Complete

*Read the passage and fill in the blanks with appropriate words or phrases from the box below.*

#### Bill Gates and Microsoft

In 1978, Bill Gates and Paul Allen 1 \_\_\_\_\_ Microsoft, which grew from a small business into a giant. Microsoft quickly surpassed (超过) the value of IBM. Bill Gates' 30% stock ownership has been valued at over \$70 billion. The growth of Microsoft is directly 2 \_\_\_\_\_ to Gates' dedication (贡献) to innovation (创新) and hard work.

Bill Gates, 3 \_\_\_\_\_ a demanding boss, encourages creativity and recognizes employee achievements. He demands that his colleagues be well-informed, logic, and thick-skinned (厚脸皮的). Employees often spend long hours interacting in items. Teams that develop and market programming languages must 4 \_\_\_\_\_ their ideas at the so-called "Bill" meeting. During Bill meeting, Gates often 5 \_\_\_\_\_ presentations to question facts and forceful statements. He is known to shout criticism and challenges at team members, who are expected to stand up to him with good answers.

Bill Gates actively participates in and coordinates small units devoted to functional areas 6 \_\_\_\_\_ programming and marketing, but he delegates (委任) authority to his managers to run their departments. Each part of the company is 7 \_\_\_\_\_, yet Gates is the glue (凝聚力) that holds it all together. Gates' overall business goals and plan to Microsoft, known as the Microsoft Vision, are clearly stated and effectively communicated throughout the company. His long-range vision, "Information at Your Fingertips", will take at least a decade to realize. He believes that any piece of information that the public wants should be 8 \_\_\_\_\_.

Bill Gates also wants to control the software market for the World Wide

Web (Internet). However, he has been 9 \_\_\_\_\_ trying to monopolize the market and has 10 \_\_\_\_\_ some legal problems with the Department of Justice, to which he admitted that Microsoft restricts (限制) the ability of its Internet partners to deal with its competitors.

manage	launched	present	independent
run into	available	such as	related to
known as	interrupts	accused of	failure

## Activity 2 Read and Choose

Choose the answer that best completes each sentence.

- Microsoft was launched in 1978 by \_\_\_\_\_.  
A) Bill Gates  
B) Paul Allen  
C) Bill Gates and Paul Allen  
D) Others
- Bill Gates encourages creativity and recognizes \_\_\_\_\_.  
A) his market share  
B) employee achievements  
C) his competitors  
D) his products
- The word “monopolize” in the last paragraph most probably means to \_\_\_\_\_.  
A) lead by oneself  
B) manage independently  
C) hold firmly  
D) control alone
- Which of the following statements is **NOT** true?  
A) Bill Gates delegates authority to managers to run their departments.  
B) Bill Gates never criticizes his team members.  
C) Bill Gates has never had any troubles in running his business.  
D) Bill Gates is a powerful leader that holds the company together.
- From the passage we can learn that Bill Gates has been accused because \_\_\_\_\_.  
A) Microsoft offers bad service  
B) he restricts the ability of his employees  
C) he tries to monopolize the market  
D) he fails to pay tax