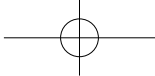


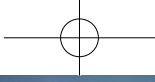
职通英语  
工商管理模块  
教师用书

高等教育出版社



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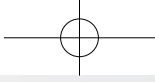
Unit

1

# Enterprise Cognition

## Teaching Arrangement

Unit 1 Enterprise Cognition			
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"><li>➤ Grasp basic cognition about business management</li><li>➤ Be able to list the main departments and their respective duties</li><li>➤ Be able to list the core functions of a business management</li></ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"><li>➤ Starter</li><li>➤ Learn to Know (Passage One)</li></ul>	<ul style="list-style-type: none"><li>➤ Main departments and their respective duties</li><li>➤ Language points</li><li>➤ Text understanding</li></ul>
	Class 2	<ul style="list-style-type: none"><li>➤ Learn to Know (Passage Two)</li><li>➤ Circumstance for Listening</li></ul>	<ul style="list-style-type: none"><li>➤ Development tendency of business management</li><li>➤ Text understanding</li><li>➤ Listening comprehension</li></ul>
	Class 3	<ul style="list-style-type: none"><li>➤ Circumstance for Speaking</li><li>➤ Extension</li></ul>	<ul style="list-style-type: none"><li>➤ Oral English in working place</li><li>➤ Communication, presentation and discussion</li></ul>
Assignment	After-class	<ul style="list-style-type: none"><li>➤ After-class Snack</li></ul>	<ul style="list-style-type: none"><li>➤ Business management profile</li><li>➤ Listening &amp; speaking</li></ul>



# Unit 1

## Lecturing References

### 1. How to Have a Career in Business Management

With the global economy expanding every day, exciting opportunities open up to someone who wants to have a career in business management. Whether you manage your own business or work to manage a large or small company for someone else, doors will open. Read on to learn more.

★ **Plan your education wisely.**

Start with a high school diploma or GED. Take all the business math and computer courses you possibly can. Computer technology is constantly changing and with business being conducted all over the world by even the smallest companies, you must be willing to constantly update your skills.

★ **Take a variety of courses in business matters if you want to have a successful career in business management.**

Advanced courses in accounting and bookkeeping, finance and marketing are all important. Study leadership techniques, communication skills (both written and verbal) and public relations. You must be able to work with all types of personalities, so psychology courses and motivational courses will be helpful. You can take these kinds of courses at colleges and universities or online.

★ **Consider getting a bachelor's or a master's degree in business administration if you want to have a career in business management on the corporate level.**

Advanced courses in economics, business communication and business law will help you to climb the corporate ladder. Market and management analysis courses are helpful, also.

★ **Be prepared to start in an entry-level position and work your way up.**

Know that if you want to have a career in business management, it will require a positive attitude, a desire to learn and a strong work ethic. You must be dedicated to continuing education courses throughout your career due to the constant changes in the marketplace.

[http://www.ehow.com/how\\_2092086\\_have-career-business-management.html](http://www.ehow.com/how_2092086_have-career-business-management.html)

### 2. Business Administration

The administration of a business includes the performance or management of business operations and decision making as well as the efficient organization of people and other resources to direct activities toward common goals and objectives.



# Enterprise Cognition

The word is derived from the Middle English word administration, which came from the French administration, itself derived from the Latin administration — a compounding of ad (“to”) and ministrare (“give service”).

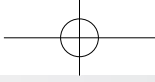
Administrator is occasionally the title of the general manager or company secretary who reports to a corporate board of directors. This usage is archaic. In general, administration refers to the broader management function, including the associated finance, personnel and MIS services.

In some organizational analyses, management is viewed as a subset of administration, specifically associated with the technical and operational aspects of an organization, distinct from executive or strategic functions.

Alternatively, administration can refer to the bureaucratic or operational performance of routine office tasks, usually internally oriented and reactive rather than proactive.

Administrators, broadly speaking, engage in a common set of functions to meet the organization’s goals. These “functions” of the administrator were described by Henri Fayol as “the six elements of administration” (see below).

- ★ Planning is deciding in advance what to do, how to do it, when to do it, and who should do it. It maps the path from where the organization is to where it wants to be. The planning function involves establishing goals and arranging them in a logical order. Administrators engage in both short-range and long-range planning.
- ★ Organizing involves identifying responsibilities, grouping them into departments or divisions, and specifying organizational relationships.
- ★ Coordinating synchronizes the elements of the organization and must take into account delegation of authority and responsibility and span of control within units.
- ★ Directing or Commanding is leading people in a manner that achieves the goals of the organization. This requires proper allocation of resources and an effective support system. Directing requires exceptional interpersonal skills and the ability to motivate people. One of the crucial issues in directing is the correct balance between staff needs and production.
- ★ Controlling is a monitoring function that evaluates quality in all areas and detects potential or actual deviations from the organization’s plan, ensuring high-quality performance and satisfactory results while maintaining an orderly and problem-free environment. Controlling includes information management, measurement of performance, and institution of corrective actions.



# Unit 1

- ★ Budgeting separates from the list above, budgeting incorporates most of the administrative functions, from the implementation of a budget plan through the application of budget controls.

[http://en.wikipedia.org/wiki/Business\\_administration](http://en.wikipedia.org/wiki/Business_administration)

## 3. How to Find Expected Value in Business Management

Expected value is a type of statistical analysis used in management to make business decisions. The concept of expected value assigns statistical probabilities to various outcomes within an event. By then comparing the expected value of different events, management can make better business decisions, including selection of the event that has the highest expected value.

- ★ Calculate the expected value of Event A for a business.

For example, assume a business wants to purchase new retail space and has three options, or events. Space A has a 40 percent probability of generating sales of \$100,000 and a 60 percent probability of generating sales of \$60,000. Multiply the probability of each occurrence by the expected result and add the sums. Continuing the same example,  $(\$100,000 \times 0.4) + (\$60,000 \times 0.6) = \$40,000 + \$36,000 = \$76,000$ . This figure represents the expected value of moving to space A.

- ★ Calculate the expected value of Event B for a business.

Space B has a 35 percent probability of generating sales of \$85,000 and a 65 percent probability of generating sales of \$75,000. Multiply the probability of each occurrence by the expected result and add the sums. Continuing the same example,  $(\$85,000 \times 0.35) + (\$75,000 \times 0.65) = \$29,750 + \$48,750 = \$78,500$ . This figure represents the expected value of moving to Space B.

- ★ Calculate the expected value of Event C for a business.

Space C has a 20 percent probability of generating sales of \$110,000 and an 80 percent probability of generating sales of \$50,000. Multiply the probability of each occurrence by the expected result and add the sums. Continuing the same example,  $(\$110,000 \times 0.2) + (\$50,000 \times 0.8) = \$22,000 + \$40,000 = \$62,000$ . This figure represents the expected value of moving to Space C.

- ★ Evaluate the results.

Look at the expected value of each option and make a management decision based on the outcome with the highest expected value. Continuing the same example, Space A has an expected value of \$76,000, Space B has an expected value of \$78,500, and Space C has an expected value of \$62,000. Looking at the highest expected value, the business should



# Enterprise Cognition

purchase retail space B.

[http://www.ehow.com/how\\_7985552\\_expected-value-business-management.html](http://www.ehow.com/how_7985552_expected-value-business-management.html)

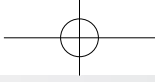
## 4. United States Antitrust Law

United States antitrust law is a collection of federal and state government laws, which regulates the conduct and organization of business corporations, generally to promote fair competition for the benefit of consumers. The main statutes are the Sherman Act 1890, the Clayton Act 1914 and the Federal Trade Commission Act 1914. These Acts, first, restrict the formation of cartels and prohibit other collusive practices regarded as being in restraint of trade. Second, they restrict the mergers and acquisitions of organizations which could substantially lessen competition. Third, they prohibit the creation of a monopoly and the abuse of monopoly power.

The Federal Trade Commission, the US Department of Justice, state governments and private parties who are sufficiently affected may all bring actions in the courts to enforce the antitrust laws. The scope of antitrust laws, and the degree they should interfere in business freedom or protect smaller businesses, communities and consumers, are strongly debated. One view, mostly closely associated with the “Chicago School of economics” suggests that antitrust laws should focus solely on the benefits to consumers and overall efficiency, while a broad range of legal and economic theory sees the role of antitrust laws as also controlling economic power in the public interest.

Antitrust laws do not apply to, or are modified in, several specific categories of enterprise (including sports, media, utilities, health care, insurance, banks, and financial markets) and for several kinds of actor (such as employees or consumers taking collective action). First, since the Clayton Act 1914 §6, there is no application of antitrust laws to agreements between employees to form or act in labor unions. This was seen as the “Bill of Rights” for labor, as the Act laid down that the “labor of a human being is not a commodity or article of commerce.” The purpose was to ensure that employees with unequal bargaining power were not prevented from combining in the same way that their employers could combine in corporations, subject to the restrictions on mergers that the Clayton Act set out. However, sufficiently autonomous workers, such as professional sports players have been held to fall within antitrust provisions.

[http://en.wikipedia.org/wiki/Antitrust\\_Law#Scope\\_of\\_antitrust\\_law](http://en.wikipedia.org/wiki/Antitrust_Law#Scope_of_antitrust_law)



# Unit 1

## 5. Business School Rankings

As any MBA graduate will tell you, it is very hard (if not impossible) to determine the “quality” of an MBA program in some “objective” fashion.

Subjective factors such as “the intensity of the interactions between classmates” may well have a greater influence on students’ satisfaction with a program, than objective factors such as the average GMAT score of a given class.

Nevertheless, many prospective MBA students seek some sort of guidance as they create a shortlist of schools to apply to. Therefore, a number of well-known publications have tried to come up with “rankings” that express the “quality” of business schools using a single, overall score.

These overall scores are the weighted average of several “underlying” scores; for example, the percentage of international students, or the average grade, on a scale from 1 to 5, given by recruiters to the school’s graduates. In other words, the rankings typically try to take both objective and subjective factors into account.

It is important to note that these rankings cannot be compared directly. Some of them look at business schools worldwide, while others only consider U.S. MBA programs; and each publication uses its own set of criteria, with its own set of weightings.

Nevertheless, it can be useful to compare the different rankings, as you may see some “patterns” emerge. However, it is very important to look at the criteria used for each ranking, and their relative weighting, to see if the criteria considered most important for the ranking are also the ones that matter the most to you.

<http://www.mba-programs.info/business-school-rankings.htm>



# Enterprise Cognition



## Lecturing Hints

### I Starter

Aims	1. To enhance students' critical thinking
	2. To improve students' ability in communication and listening
	3. To arouse students' interest
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedures	1. Ask students to list three famous business enterprises in China.
	2. Ask students to give their reasons to consider working in a company.
	3. Ask students to listen to a passage about a business company and fill in the blanks

#### Keys:

A. Please list three famous business enterprises in China.

Open answers.

B. Please give your reasons to consider working in a company. You may use the following information.

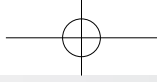
Open answers.

C. Please fill in the blanks with the exact words you have heard.

#### Script:

#### A Brief Introduction to Matlock Hong Kong

Matlock Telecom Limited was founded in Hong Kong in 1981. It focuses on providing high-end telecommunications solutions and 1.services to strategic enterprises in the Asia-Pacific region. Products include high-end voice messaging solutions, conferencing solutions, Call Center solutions and PABX products from Avaya etc. As the 2.headquarters of Matlock Group, Matlock Hong Kong is responsible for regional technical support to all the offices of Matlock in Asia Pacific region. Matlock Hong Kong also serves as spare parts center for the whole Matlock to provide 3.up-to-date high-end services to our customers. As a major system integrator and managed service provider in Hong Kong, Matlock has many opportunities to 4.cooperate with other telecommunications companies in the region. Matlock maintains excellent relationship with major system integrators and service 5.providers



# Unit 1

which include PCCW, IBM, AT&T Solutions, Lucent, TP Consulting, Univision, Affinity, Radiance, Symphonic, New T&T, SmarTone etc.

## II Learn to Know.

Read the following two passages, and then finish the tasks.

Aims	1. To give students the general introduction about business management.
	2. To acquaint students with details of organizations and duties of each division in business management.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedures	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises.

### Passage One

参考译文:

#### 海尔——中国顶级白色家电企业

##### 海尔集团概况

海尔集团创立于1984年，总部设立于山东青岛，是一家中国的跨国家用电器企业。海尔在全球拥有八万多名员工、21个工业园区、5个研发中心以及19家分公司，产品涵盖空调、手机、电脑、微波炉、洗衣机、冰箱、电视机等。

##### 组织结构

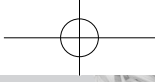
科学的组织架构是海尔集团成功的重要因素。集团公司下设5个主要部门：人力资源部、规划发展部、技术部、产品本部、推进本部。这些部门密切合作，保证了如此大的企业的高效运转。

- ▶ 人力资源部下设培训部、财务部、招聘部。
- ▶ 规划发展部下设规划部和发展部。
- ▶ 技术部下设软件部等。
- ▶ 产品本部下设冰箱产品本部、空调产品本部、洗衣机产品本部、信息产品本部、厨卫电器本部。
- ▶ 推进本部下设海外推进本部、商流推进本部、物流推进本部、资金流推进本部。

##### 主要职能

概括而言，以下7个方面是企业聚焦的核心职能：人力资源管理、信息技术管理、生产管理、质量管理、营销管理、研发管理、财务管理。

- ▶ 人力资源管理是指为了完成管理工作中涉及人或人事方面的任务所进行的管理工



## Enterprise Cognition



作，包括制定人力需求计划、人员招募、员工培训、绩效评估、核定员工薪酬等。

- ▶ 信息技术管理是如何管理信息技术和设备，使技术和企业的管理融合在一起。
- ▶ 生产管理指的是企业生产体系的计划与组织等活动的综合管理。
- ▶ 质量管理包括四大要素：质量规划、质量控制、质量保障、质量改善。其不仅关注产品或服务的质量，还关注实现质量的过程。
- ▶ 营销管理指营销技能的实践应用以及企业营销资源和活动的管理。
- ▶ 研发管理是指对研发或技术部门及其工作进行管理。
- ▶ 财务管理是在一定的整体目标下，有效管理企业资金的活动。

### 品牌优势

经过32年创业创新，海尔从一家资不抵债、濒临倒闭的集体小厂发展成为全球白色家电第一品牌。据消费市场权威调查机构欧睿国际数据，海尔连续四年蝉联全球白色家电第一品牌；在美国波士顿管理咨询公司发布的2012年度“全球最具创新力企业50强”中，海尔是唯一进入前十名的来自中国的企业，并且位居消费及零售类企业榜首。

Task 1. Mark (√) the words you know and search for other words from dictionary.

Keys: Open answers.

Task 2. Mark T (True) or F (False) for each sentence.

Keys: 1. T 2. F 3. T 4. F 5. T

### Passage Two

#### 参考译文：

#### 微软公司——个人计算机软件开发的前导

微软公司成立于1975年4月4日，是美国一家跨国电脑科技公司，以研发、制造、授权和提供广泛的电脑软件服务业务为主。

微软初期主要为阿尔塔8800发展和销售BASIC解释器，在1980年代中期逐渐统治了家用桌面电脑操作系统市场，并大量收购其他公司。到2013年，微软已成为个人电脑操作系统和办公软件市场的主导者。目前，微软公司设立了一系列部门。

- ▶ 产品研发部门：包括Windows用户服务处、服务器暨开发工具处、在线服务事业处。
- ▶ 商业部门：包括Microsoft Office和该公司的在线办公软件销售部门。
- ▶ 娱乐及设备制造部门：包括嵌入式系统和Windows智能手机制造部门。

作为全球最大的电脑软件供应商，微软公司的成功并非是个巧合，而是得益于以下几大特色。

- ▶ 卓越的管理团队：微软由一批董事共同经营，董事会成员在每年股东大会时选举产生。董事会内设五个委员会管理具体事宜：审计委员会、薪酬委员会、财务委员



# Unit 1

会、员工管理与任命委员会、反垄断委员会。

- ▶ 简便而低成本的设计：微软的软件设计操作简便，因此企业用户可雇佣水准并不太高的系统管理员，以降低成本。
- ▶ 平易近人的产品：为满足客户对图形用户界面的需求，微软公司在1985年11月20日开发一款名为“视窗”的操作系统。到2013年10月，个人电脑、移动设备、服务器、嵌入式系统的最新视窗版本分别是Windows 8.1, Windows Phone 8, Windows Server 2012 R2 以及 Windows Embedded 8。微软视窗已占领了世界90%以上的个人电脑操作系统市场份额。

随着公司的发展，“微软使用了反竞争策略”的批评也随之出现。然而，微软仍然是世界上最大的软件制造商，也是世界上最具价值的企业之一。

Task 3. Identify the paragraph marked with letter from which the statement is derived.

Keys: 1. D 2. G 3. B 4. F 5. E



Task 4. Discuss the following questions with your partner.

Keys: Open answers.

## III Circumstance for Listening

Listen to three recordings and then finish the tasks.

Aims	1. To improve students' listening comprehension.
	2. To acquaint students with common circumstances in business management.
Tasks	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.

Task 1. Desdemona is an HR manager giving lecture on how to use an associate degree in business management. Mark (√) the information mentioned in the recording.

### Script:

A degree in business management shows employers that you possess the skills needed to be successful in today's fast-paced global economy. An associate's degree paves the way for acceptance to lower management positions in several different industries, while entry level jobs often offer advancement opportunities to those with an education.



## Enterprise Cognition



In order to reach your objectives, you first need to look into manager trainee programs, which is increasingly popular with more and more companies. These programs can help companies offer entry level administrative positions to their future employees. Additionally, it's also necessary to become an office administrator. Your exact duties will depend on the business, but this position generally involves coordinating administrative operations. Besides, you could try to find a small business owner looking for a manager. Your background in business management is perfect for the day-to-day operations, and heading a small business can be a more rewarding experience than working for a big corporation.

**Keys:** (✓) 2.            (✓) 3.            (✓) 5.            (✓) 6.            (✓) 8.

**Task 2. Two employees are discussing the stockholders. Listen and choose the correct answers.**

### Script:

W: How often are stockholders meetings held?

M: Stockholders meetings are held every six months, usually in spring and fall.

W: What percentage of the stockholders actually attends the meetings? I'm guessing not a large percentage.

M: You're right, it's a low percentage. In order to attend meetings, you have to hold a large amount of shares, so most of the stockholders are excluded.

W: So, how much power do the stockholders really have?

M: Unless, they're united, very little.

W: At their last meeting, the stockholders voted against the merger of our company with ABC Company. All the executive committee was in favor of the merger. I don't understand how the stockholders could have so much power to throw a con in the plans.

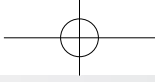
M: If they all unite on a certain issue, it's the stockholders who have the final say. After all, the stockholders control the money, so they have the most power.

W: Is it really that simple? It doesn't seem very efficient to run things that way.

M: It might not be the most efficient, but you know, the stockholders own the capital in our company, so they should have power about what is done with the company.

W: Well, I guess that's true.

**Keys:** 1. B            2. B            3. C            4. A            5. D



# Unit 1

## Conversation 3



Task3. A business entrepreneur is having a meeting hold by the general manager. Listen and fill in the blanks with the exact words you hear.

### Keys:

GM (General Manager)      FM (Financial Manager)      MM (Marketing Manager)

PM (Production Manager)      HRM (Human Resource Manager)

TM (Transport Manager)      MSM (Management Service Manager)

GM: OK, let's have a brief look at the 1.current departmental projects. Why don't we start with Finance? What are you working on at the moment? I believe you are thinking of changing our 2.accounting system.

FM: Yes, that's right. We're having problems with the old system so we're looking into a new accounting system.

GM: Fine, let's move on to marketing. Are you working on any special project?

MM: Not really, but we are planning 3.an advertising campaign for our new product.

GM: Interesting. I look forward to 4.seeing it. What about Production?

PM: Well, as you know, we are currently 5.installing the new automated assembly line.

GM: Of course. You must be pretty busy. Human Resource, what are you doing?

HRM: We're 6.trying to recruit new young graduates at the moment.

GM: How's that going?

HRM: Fine.

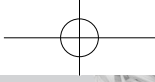
GM: Well, the Administration Department is not 7.represented here today. They are moving to new offices next week, so they've got their hands full. Research and Development department is also very busy they're testing the new prototype. That just leaves Transport and Management Services. John?

TM: The Transport Department is rationalizing the distribution 8.network so we're hoping for some 9.big cost cuts in the near future.

GM: Good. And Management Service?

MSM: Well, we haven't got anything we're working on just at the moment, but we are running 10.a series of quality training seminars next month.

GM: Right, that just about covers it.



## Enterprise Cognition



### IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students' oral English.
	2. To acquaint students with common circumstances in business enterprises.
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of working in a multinational enterprise with their partner.
	3. Ask students to make a presentation according to the clues given below.



Task 1. Role-play

**Keys:** Answer omitted.



Task 2. Debate the pros and cons of working in a multinational enterprise with your partner.

**Keys:** Answer omitted.

Task 3. Make a presentation according to the clues given below.

**Keys:** Answer omitted.

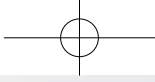
### V Extension

Aims	1. To expand students' vision about business management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

**Keys:**

A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. For the most part, operational planning dominates the planning activities of lower-level managers.
2. Strategic plans cover an extensive time period and broad issues.
3. Managers must design an organization structure that allows them to effectively and



# Unit 1

efficiently accomplish organization goals and objectives.

4. Managers who have well-trained and experienced employees can function quite well with a wider span.
5. To better monitor the needs of customers, many organizations have given greater emphasis to customer departmentalization.
6. Only motivators can lead workers to feel satisfied and motivated.
7. Democratic leaders tend to involve the group in decision making.
8. Selling and advertising are only part of a larger marketing mix.
9. Managers can use an outside firm specializing in marketing research to conduct it.
10. The goal of the firm is maximization of shareholders' wealth.



**B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.**

## Conversation 1

### Script:

*Man (boss)      Woman (general manager)*

M: Let's look at the current department projects. For the IT Department, I believe they are updating the information system.

W: Yes, that's right. We're having some problems with the old system so they're looking into a new one.

M: Fine. Let's move on to the HR Department.

W: They are trying to train new employees at the moment.

M: How's that going?

W: Pretty well.

M: Good! I look forward to seeing them soon. What about the Marketing Department? Are they working on any special project?

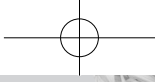
W: Not really, but they are planning to invite a pop singer to advertise for our new product.

M: Sounds interesting! And the R&D Department?

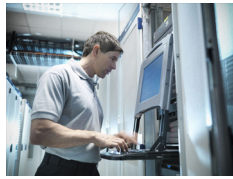
W: Well, they're testing a more economical air conditioner.

M: Of course they are very busy.

W: That's true.



# Enterprise Cognition



**Keys:**

( 4 )

( 1 )

( 3 )

( 2 )

## Conversation 2

### Script:

*Man (boss)      Woman (marketing manager)*

M: Good morning, Carla. How are you today?

W: I'm doing fine. How about you?

M: Great, thanks. So, what's the status of our advertising campaign?

W: As I mentioned before, it'll be a national campaign starting next month. We've decided to use a variety of media for full coverage. First, we'll have 30-second spots on television once a day for 3 weeks. At the same time, we'll do 15-second radio commercials 3 times a day in selected cities with large populations. Finally, we'll have some outdoor ads using billboards near main entrances to big cities.

M: What style will the ads use?

W: We're focusing on slice of life, showing how you can beat the summer heat by biting into a cool ice-cream sandwich. There'll be some reason why people throw themselves into our choice of flavors and show everyone they're not stuck with just vanilla.

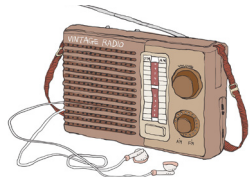
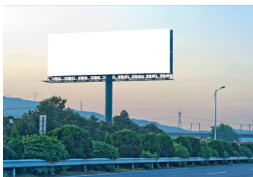
M: Sounds like an ideal approach. Will we have a new slogan?

W: Definitely. The advertising agency's working on that right now. They'll have some proposals ready by the end of the week.

M: Sounds like we'll have a winner on our hands!



# Unit 1



Keys:

( 3 )

( 1 )

( 4 )

( 2 )

## VI After-class Snack

Aims	1. To help students review the main ideas of business management.
	2. To acquaint students with common circumstances in business management.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list the main divisions of IBM Corporation through the Internet.
	3. Ask students to make a presentation according to the clues given below.

A. Fill out the form with the information you have heard.

**Script:**

Management engages in a common set of functions to meet the organization's goals, which were described as "the six elements of management".

Planning is deciding in advance what to do, how to do it, when to do it, and who should do it. Organizing involves identifying responsibilities, grouping them into departments or divisions, and specifying organizational relationships. Coordinating coincides with the elements of the organization and must take into account appointment of authority and responsibility and span of control within units. Directing is leading people in a manner that achieves the goals of the organization. Controlling is a monitoring function that evaluates quality in all areas and detects potential or actual deviations from the organization's plan, ensuring high-quality performance and satisfactory results. Budgeting incorporates most of the management functions, from the implementation of a budget plan to the application of budget controls.



## Enterprise Cognition

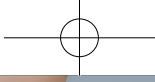
- Keys:**
- |                 |               |                     |
|-----------------|---------------|---------------------|
| 1. meet         | 2. in advance | 3. responsibilities |
| 4. divisions    | 5. Specifying | 6. elements         |
| 7. achieve      | 8. monitoring | 9. budget plan      |
| 10. Application |               |                     |

**B. Search and list the main divisions of IBM Corporation through the Internet.**

Answer omitted.

**C. Make a presentation according to the clues given below.**

Answer omitted.



Unit

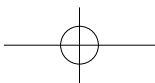
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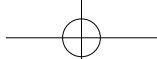


# Human Resources Management

## Teaching Arrangement

Unit 2		Human Resources Management	
Teaching Periods	6 periods		
Teaching Methods	Audio-lingual method & case-study method		
Teaching Aims	<div>➤ Grasp basic cognition about HR management</div> <div>➤ Be able to list the main responsibilities of HR management</div> <div>➤ Be able to list the core qualifications of an HR manager</div>		
Teaching Process		Contents	Learning Focus
	Class 1	<div>➤ Starter</div> <div>➤ Learn to Know (Passage One)</div>	<div>➤ Main responsibilities of HR management</div> <div>➤ Language points</div> <div>➤ Text understanding</div>
	Class 2	<div>➤ Learn to Know (Passage Two)</div> <div>➤ Circumstance for Listening</div>	<div>➤ Development tendency of HR management</div> <div>➤ Text understanding</div> <div>➤ Listening comprehension</div>
	Class 3	<div>➤ Circumstance for Speaking</div> <div>➤ Extension</div>	<div>➤ Oral English in working place</div> <div>➤ Communication, presentation and discussion</div>
Assignment	After-class	<div>➤ After-class Snack</div>	<div>➤ HR management strategies</div> <div>➤ Listening &amp; speaking</div>





# Human Resources Management

## Lecturing References

### 1. Human Resources Management

Human resources management is the process that involves everything that has to do with staff in an organization. This includes everything from writing a job advertisement to arranging a golden watch for someone who is leaving after many years of service. Human resources can really be arranged into three main categories: recruitment, induction and retention.

#### ★ Recruitment

Recruitment is the process of finding new staff. It will start with a manager requesting a new position to be filled, or a position to be filled following someone moving on. Human Resources will then initially review the request. If it is felt that the post is or remains necessary, processes will be followed to write a job description and person specification that is suitable for the position. Then, decisions need to be made about where best to advertise for the role itself.

#### ★ Take a variety of courses in business matters if you want to have a successful career in business management.

Advanced courses in accounting and bookkeeping, finance and marketing are all important. Study leadership techniques, communication skills (both written and verbal) and public relations. You must be able to work with all types of personalities, so psychology courses and motivational courses will be helpful. You can take these kinds of courses at colleges and universities or online.

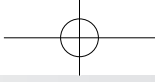
#### ★ Induction

Once a person has been appointed, the process of induction will begin. In most organizations, induction is a half day course where the organization is introduced. The remainder of the induction, such as learning about the job role and job location, is left to the line manager. Most organizations will use a check list of points that a new member of staff should be made aware. This process generally takes around 6 weeks.

#### ★ Retention

Retention is a human resources process in which officers determine what makes staff stay and what makes staff leave.

<http://www.hrprofessor.com/>



## Unit 2

### 2. Job Interview

A job interview is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the role.

A job interview typically precedes the hiring decision, and is used to evaluate the candidate. The interview is usually preceded by the evaluation of submitted résumés from interested candidates, then selecting a small number of candidates for interviews. Potential job interview opportunities also include networking events and career fairs. The job interview is considered one of the most useful tools for evaluating potential employees. It also demands significant resources from the employer, yet has been demonstrated to be notoriously unreliable in identifying the optimal person for the job. An interview also allows the candidate to assess the corporate culture and demands of the job.

A typical job interview has a single candidate meeting with between one and three persons representing the employer; the potential supervisor of the employee is usually involved in the interview process. A larger interview panel will often have a specialized human resources worker. While the meeting can be over in as little as 15 minutes, job interviews usually last less than two hours.

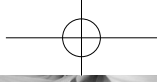
[http://en.wikipedia.org/wiki/Job\\_interview](http://en.wikipedia.org/wiki/Job_interview)

### 3. IPMA-HR in China

IPMA-HR has partnered with the Training Center of the State Administration for Foreign Experts Affairs (TCSAFEA) in China to provide several human resources training and certification programs. IPMA-HR has been active in China since 2005.

The IPMA Certified Professional (IPMA-CP) designation has been awarded to almost 4,000 individuals in China. The training program consists of the IPMA-HR Developing Competencies for HR Success plus HR technical modules on recruitment/selection, classification and compensation, employee and labor relations, performance management, and employee and organizational development. In addition to completing the training program, anyone seeking to become certified has to pass a 150 item multiple choice examinations. The training materials and examination have been translated into Chinese. SAFEA manages the program in China.

The HR Executive Leadership program has been offered in China since 2011. This program is based on the IPMA-HR leadership model that consists of three domains – personal, organization, and human resources. Those seeking to receive the designation of IPMA Certified Leader (IPMA-CL) need to complete the training program plus a project



# Human Resources Management

addressing a human resources challenge being faced by their organizations.

The HR Certificate program was introduced in Beijing in 2011. Through a partnership with TCSAFE, Beijing University and other organizations, this program is offered as a self-study program. To receive the certificate, program participants need to complete the training modules and pass an examination.

<http://ipma-hr.org/international/china>

## 4. Careers in HR

Human resources professionals recruit, hire and train employees. Some work as outplacement consultants, hired by companies to aid laid-off workers during their transition. Others work as organizational developers and training specialists.

### ★ Outplacement Consultants

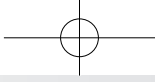
Outplacement consultants provide services to people who have lost their jobs. Some employers seek applicants with a bachelor's or master's degree in human resources or business management. Other employers hire psychology graduates who completed business courses. Being an outplacement consultant requires communication, interpersonal and computer skills. Outplacement consultants earn an average annual salary of \$52,800, according to a May 2010 report by StateUniversity.com

### ★ Organizational Developers

Organizational developers review company operations and design efficiency programs. These human resources professionals develop these plans in conjunction with top management. The process also includes employee interviews and written reports. It involves being proficient in using computer software, possession of leadership skills, and an understanding of how to motivate employees. Work environments include beverage companies, financial institutions and government agencies, including the federal Department of Labor. Organizational developers earn an average annual salary of \$61,769, according to a May 2010 report by StateUniversity.com.

### ★ Production Control and Planning Managers

Production control and planning managers coordinate employee work assignments with manufacturing production schedules. Additional duties involve developing work policies, meeting with production directors, and completing annual budgets. They must have a working knowledge of production schedules work and be able to motivate employees. Some employers seek applicants with production-related work experience. Production control and planning managers can earn an average annual salary of \$89,804, according to CareerBuilder.com.



## Unit 2

### ★ Training Specialists

Training specialists conduct training programs, answer trainees' questions and evaluate their performance using examinations. Once clients complete training, some human resources professionals refer clients for additional training programs or discuss employment opportunities. Some students obtain work in private organizations or government agencies, including the Department of Labor. Other students pursue additional education in accredited graduate programs. Training specialists earn an average annual salary of \$62,858, according to Career Builder.com.

[http://www.ehow.com/list\\_7938991\\_careers-hr.html](http://www.ehow.com/list_7938991_careers-hr.html)

## 5. Why It Is Important to Study HR Management

Human resources (HR) management covers a broad range of fundamental business concepts, including recruiting, compensation and advancement, as well as specific tax issues and legal considerations. Human resources management is a specialized career path that can provide a variety of job opportunities, but it is important for non-HR personnel to study HR management as well. Studying HR management can give you a more solid understanding of the employment process and the issues HR managers face.

### ★ Entrepreneurs

Small business owners often start out with little more than a dream and a strong desire to succeed. Entrepreneurs learn as they go, often using a college education as a springboard to launch their entrepreneurial dreams. When building a business, however, entrepreneurs have to confront a myriad of issues in human resources management on a daily basis. They must recruit and train a core team of employees, set their businesses up to pay employment-related taxes and establish a comprehensive company culture, among other things. Studying HR management can prepare new business owners to meet HR-related challenges head on.

### ★ Employees

Human resources management is all about an employer's relationship with his employees. It is important for employees to study and understand HR management in order to gain a clearer understanding of why managers make the decisions they make and take the actions they take. Additionally, studying human resources management can help job applicants to make themselves more appealing to recruiters by learning exactly what recruiters look for. Finally, employees can gain insight into their employers' policies for pay raises and promotions, giving them an advantage over competitors for higher positions.

### ★ Supervisors

Studying HR management is important for all supervisors — not just HR managers.



# Human Resources Management

From front-line shift supervisors to CEOs, every employee who supervises others can benefit from learning the skills of effective HR management. Studying HR management can help supervisors mediate conflicts, make them more effective motivators and increase their emotional intelligence on the job. Employee development should be the job of every manager, and studying HR management can train supervisors to provide learning and growth opportunities for their subordinates.

## ★ Leaders

Not all leaders are business managers. Leaders can be found around every corner, from local sports organizations to nonprofit charities and public schools. Nonprofit and informal leaders can especially benefit from studying, practicing and mastering the interpersonal components of HR management, such as motivation, leading by example and conflict mediation. This is especially important because unpaid members of a group can be much less reserved about voicing their concerns and making contradictory decisions on their own.

[http://www.ehow.com/info\\_8198154\\_important-study-hr-management.html](http://www.ehow.com/info_8198154_important-study-hr-management.html)

## Lecturing Hints

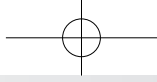
### I Starter

Aims	1. To enhance students' critical thinking.
	2. To improve students' ability in communication and listening.
	3. To arouse students' interest.
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to list several duties of HR staff.
	2. Ask students to reorder the following skills for HR staff according to the importance.
	3. Ask students to listen to a passage about careers in HR management and fill in the blanks

## Keys:

A. Please list three duties of Human Resources staff.

Open answers.



## Unit 2



B. Please reorder the following skills for HR staff according to the importance.

Open answers.

C. Please fill in the blanks with the exact words you have heard.

**Script:**

### Careers in Human Resources Management

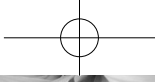
Are you considering human resources(HR), management as a career choice? Wise decision! Not only do HR professionals contribute to business success through the strategic management of human 1. capital, but the profession itself continues to increase its reputation as a career choice in current ever-changing, competitive marketplace. In fact, in 2007, *Money* magazine and *Salary.com* researched 2. hundreds of jobs and ranked Human Resources Manager as No.4 of the Top Ten Best Jobs in America based on a variety of factors, including job growth in the next decade, earnings potential, 3. creativity and flexibility.

This document strives to give you an overview of the profession, provides pathways for you to consider a career in HR, gives you guidance with regard to 4. deciding to become an HR professional and discusses a very important career booster — a formal education in human resources. It also gives you an overview of the types of 5. professional positions available so you can make the best career choice for your interests, knowledge, skills and abilities.

## II Learn to Know

**Read the following two passages and then finish the tasks.**

Aims	1. To give students the general introduction to HR management.
	2. To acquaint students with details of responsibilities and duties of HR management.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises



# Human Resources Management

## Passage One

### 参考译文:

#### 浅谈人力资源管理

每个机构都有员工，这就意味着每个机构都需要人力资源专员。人力资源也可称作“人事”，协助管理和发展机构内部成员。人力资源负责管理机构的职员，包括发现并雇佣员工，帮助他们在机构中学习发展，以及处理员工离职事项。从员工对机构产生兴趣到他们最后离职都属于人力资源的管理范畴。

人力资源管理的主要职责包括招聘与选择、培训与发展、劳动关系、业绩与奖励管理。大部分的人力资源专员都有在上述一两个专业领域任职的经验，他们能帮助员工提高工作效率及对工作的满意度。

#### 招聘与选择

招聘的目标是要招收一定数量和质量的员工补充到机构中，帮助完成机构的计划与目标。同样的，招聘为机构创造了一个满载潜在员工的人才储备池，管理层可以从这里选择合适的人才安排到合适的岗位。招聘就像是连接着雇主和求职者之间的纽带，确保在合适的时间和地点安排合适的人选。

#### 培训与发展

人力资源专员协调员工的工作方向，帮助新进员工了解他们的权利、职责以及公司的构造与组织。通过培训与发展，新员工成长为熟手。获得了一定经验后，他们会接受导师培训、管理培训，和领导者培训。培训既可以是工作实践，也可以是正规的学校教育，还可以是公司外部的管理学会的进修。

#### 劳动关系

人力资源部负责管理机构内部劳动关系的相关事宜。劳动关系涉及员工参加机构活动的方方面面。人力资源部通过员工交流与推进公平原则维系员工与管理层的关系，处理两者间的各种纠纷，也处理公司和工会或是员工权利机构间的纠纷。

#### 业绩与奖励管理

该管理机制帮助员工和管理者提高机构的运作效率，包括制定工作目标、监督员工业绩、帮助员工提高业绩以及业绩评定与奖励机制。业绩管理专员利用业绩评定工具评估员工的业绩表现。

Task 1. Mark (√) the words you know and search for other words from dictionary.

Keys: Open answers.

Task 2. Mark T (True) or F (False) for each sentence.

Keys: 1. T 2. F 3. F 4. T 5. T



## Unit 2

### Passage Two

#### 参考译文:

#### 成就人力资源经理

从事人力资源管理也许是你一直梦寐以求的职业。人力资源经理需负责管理公司的人事部门、刊登广告招聘新员工、参阅简历、安排面试以及管理招聘事项。另一方面,人力资源经理还需要监管、培训、帮助员工,甚至在必要时解雇员工。如果你喜欢以上工作,你就可以踏入人力资源经理这一行业领域了。

若想成为一名人力资源经理,你必须首先取得人力资源管理或是工商管理专业的学位,参与学习贸易、企业发展、交际、公共管理和教育学等课程。

辅助人力资源经理工作的经验将教会你如何成为一名真正意义上的人力资源经理,你还会掌握完成今后职业生涯中可能面临的任务的技巧。

完成了学习和培训后,你就具备成为人力资源经理的资质了。这时你要做的是找到一个适合的岗位,准备一份完美的简历,去你梦想的公司参加面试。

然而,这还远远不够。管理部门的技巧和履行部门职责的技能也很重要。而在指挥部门员工时所需的交际技巧和评估员工项目使用的分析技能也是不可或缺的。

除此之外,职业证书能创造工作机遇,加快升职的步伐。人力资源认证协会为人力资源从业者提供获得职业认证的平台。人力资源专员可通过学习设置的课程、通过测试、积累实践经验获得该协会的认证证书。

**Task 3.** Identify the paragraph marked with letter from which the statement is derived.

**Keys:** 1. C 2. B 3. F 4. E 5. A

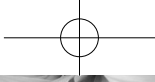
**Task 4.** Discuss the following questions with your partner.

**Keys:** Open answers.

## III Circumstance for Listening

Listen to three recordings and then finish the tasks.

Aims	1. To improve students' listening comprehension.
	2. To acquaint students with common circumstances in HR management.
Tasks	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.



# Human Resources Management

**Task 1.** Francine is an HR manager giving a lecture on how to handle HR issues. Mark (✓) the information mentioned in the recording.

**Script:**

Human resources professionals are trained to handle HR issues, mainly including disciplinary issues, performance issues, assessment, personal problems affecting the workplace and leave, benefits or payroll issues.

The first issue is to listen closely to the employee's concern without interruption or judgment. If the issue was received in writing, read the concern and contact the employee in person. Next, assess the concern to determine validity and possible outcome that will satisfy the employee. And HR professionals also need to meet with the employee's manager to further discuss the HR issue. What's more, laws that may apply to the HR issue are important to be reviewed, too. In addition to that, it's necessary for HR professionals to consult with the company's legal representative to assure the company goes well with these regulations. The final thing I want to mention is to set up a meeting with the employee, his or her manager and other appropriate representatives. After the meeting, document determinations should be in writing and a copy should be sent to both the employee and his or her supervisor.

**Keys:** (✓) 3. (✓) 4. (✓) 5. (✓) 7. (✓) 8.

**Task 2.** An HR manager is interviewing a candidate. Listen and choose the correct answers.

**Script:**

*M (HR manager)*

*W (candidate)*

M: Thanks for coming in on such short notice. Did you find our studio okay?

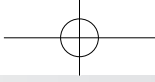
W: Oh, yes, it was very easy to find with the directions you gave me.

M: Good. Well, let's get right into your interview. We're looking for someone who will be able to work on a part-time basis only.

W: That's no problem. I can work either part-time or full-time, but I actually prefer something part-time.

M: Tell me a little bit about your qualifications. We've already had over fifty applicants for this position. What sets you apart from all the other candidates?

W: I think something I can offer that is different from everyone else is that I can speak several languages fluently. I have experience in intercultural communication, and I can help your studio to reach a wider audience.



## Unit 2

M: Have you ever worked in broadcasting before?

W: I have done some work in print media, but this will be the first time to do broadcast media. Even though it is new for me, I learn really quickly. I have confidence I can get the hang of things in no time at all.

M: Would you mind giving us a demo right now?

W: No problem! I'd be happy to.

**Keys:** 1. A 2. C 3. B 4. B 5. D

**Task 3.** An HR manager is talking about the coming work with his assistant. Listen and fill in the blanks with the exact words you hear.

**Keys:**

*M (HR manager)                      A (manager's assistant)*

M: I hate to be the bearer of bad news, but it's that time of year again. Have you got your 1. performance evaluations finished yet?

A: Oh no! Evaluations! You can tell that's not my 2. favorite job; I haven't even started yet. When is the 3. deadline for turning in the completed forms?

M: Well, you do still have three weeks. But remember the employee must sign them, too. 4. Filling them in is nothing – it's meeting with the employees that takes so much time.

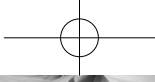
A: I never know how to rate 5. the employees' work. Of course attendance and productivity are easy. I just look at the sales figures.

M: So it's the subjective criteria like 6. team building and 7. colleague support that you find hard?

A: Exactly! Attitude... how do you rate attitude?

M: I suggest letting each employee fill out his or her own evaluation for those items. Then, based on their 8. self-assessment, you can add your 9. comments. It's a great starting point for discussion.

A: Great idea. And after all, that's the whole point of an evaluation. I almost can't wait to give it 10. a try.



# Human Resources Management

## IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students' oral English.
	2. To acquaint students with common issues in HR department.
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of working in an HR department with their partner.
	3. Ask students to make a presentation according to the clues given below.



### Task 1. Role-play

Keys: Answer omitted.



### Task 2. Debate the pros and cons of working in an HR department with your partner.

Keys: Answer omitted.

### Task 3. Make a presentation according to the clues given below.

Keys: Answer omitted.

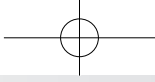
## V Extension

Aims	1. To expand students' vision about HR management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

Keys:

### A. Words in working place. Express sentences in English with the words or expressions provided.

1. We can't measure the applicant's capability of work by our subjective judgments.
2. This company doesn't differentiate between men and women — it employs both on equal terms.



## Unit 2

3. How can we provide them with the motivation to work?
4. We're recruiting well-qualified staff, but none of the candidates met our specifications.
5. He received a large check in recognition of his years of service in our company.
6. Mr. Smith was transferred from financial department to HR department.
7. We need a replacement for the secretary who is leaving.
8. The company's wage system is under review at present.
9. She had so many excellent references that we hire her.
10. All the employees' work was carefully appraised.



**B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.**

### Conversation 1

#### Script:

*Man (job seeker)*

*Woman (HR staff)*

M: Excuse me, is this personnel division?

W: Yes. What can I do for you?

M: I came across your advertisement for a senior production planner.

W: Oh. What's your name?

M: My name is Li Hua.

W: You have been in Beijing University, haven't you?

M: Yes, seven years.

W: What degree do you have now?

M: Master of Marketing Management.

W: Do you have any experience in this field?

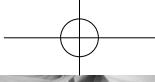
M: Yes. I worked at ABC Company.

W: Why are you interested in the position?

M: Because you need a senior production planner who is good at mathematics and fluent in English. I think I am fit for the position.

W: All right. If we decide to hire you, we'd pay you 5,000 yuan a month at the start. How do you think about it?

M: That's very good.



# Human Resources Management



**Keys:**

( 4 )

( 2 )

( 1 )

( 3 )

## Conversation 2

### Script:

*Man (new employee)*

*Woman (HR staff)*

M: Francis, what's that?

W: Well, that is the chart showing our company's organizational structure.

M: Could you tell me something about it?

W: OK. On the top, Mr. Thomas, the managing director, is responsible for running the company.

M: How many departments do we have?

W: Four. They are production department, finance department, sales and marketing department and HR department. I directly report to Mr. White. He is attending a conference and is suppose to be back this morning. Probably you will be meeting him at lunch.

M: OK. Who should I report to?

W: Mr. Johnson. He is the director of finance department. Anything else?

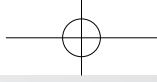
M: Yes, can you show me my office, please?

W: Of course, it's over there.

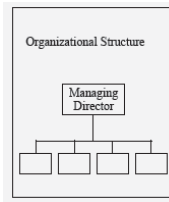
M: Wow, that's so cute. I like the design very much!

W: I'm glad you like it. Then, welcome on board.

M: Thanks a lot, Francis!



## Unit 2



**Keys:**

( 1 )

( 4 )

( 2 )

( 3 )

## VI After-class Snack

Aims	1. To help students review the main ideas of HR management.
	2. To acquaint students with HR management.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some international associations on HR management through the Internet.
	3. Ask students to make a presentation according to the clues given below.

**A. Fill out the form with the information you have heard.**

**Script:**

### HRM Strategies

One of the first aspects of your HRM strategy is determining the type of person who is needed to work in the organization.

Next is your organizations programs, including attracting the kinds of people you need, making the right hires, training people to do their jobs effectively, retaining employees after hiring, setting up a bonus structure and a rewards program.

A large part of your HRM strategy relates to the overall culture of the organization. You should take the time to determine the leadership and management style of the organization.

HRM strategy also extends to your organization's structure. You must decide what jobs will carry out which functions, which jobs go with which departments, and who is going to manage those departments.



# Human Resources Management

One of the final pieces of your HRM strategy is the development of the organization. Talent and learning management system providers can help you map out development plans, see sample learning strategies, and decide how to manage training within your organization.

## Keys:

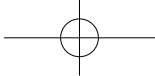
1. type
2. Attracting
3. right hires
4. retaining
5. a rewards program
6. leadership and management
7. carry out
8. departments
9. Mapping out
10. sample

B. Search and list some international associations on HR management through the Internet.

Answer omitted.

C. Make a presentation according to the clues given below.

Answer omitted.



Unit

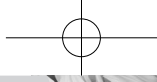
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# Financial Management

## Teaching Arrangement

Unit 3 Financial Management			
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"><li>➤ Grasp basic cognition about financial management</li><li>➤ Be able to list the main responsibilities of financial management</li><li>➤ Be able to list the core techniques in financial management</li></ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"><li>➤ Starter</li><li>➤ Learn to Know (Passage One)</li></ul>	<ul style="list-style-type: none"><li>➤ Main responsibilities of financial management</li><li>➤ Language points</li><li>➤ Text understanding</li></ul>
	Class 2	<ul style="list-style-type: none"><li>➤ Learn to Know (Passage Two)</li><li>➤ Circumstance for Listening</li></ul>	<ul style="list-style-type: none"><li>➤ Development tendency of financial management</li><li>➤ Text understanding</li><li>➤ Listening comprehension</li></ul>
	Class 3	<ul style="list-style-type: none"><li>➤ Circumstance for Speaking</li><li>➤ Extension</li></ul>	<ul style="list-style-type: none"><li>➤ Oral English in working place</li><li>➤ Communication, presentation and discussion</li></ul>
Assignment	After-class	<ul style="list-style-type: none"><li>➤ After-class Snack</li></ul>	<ul style="list-style-type: none"><li>➤ Financial management profile</li><li>➤ Listening &amp; speaking</li></ul>



# Financial Management

## Lecturing References

### 1. Financial Management

The finance function needs to be aligned to the business strategy, and provide financial analysis and insight to support corporate decision making, while also meeting legal and regulatory requirements as a given. With a global network of professionals, Financial Management is able to bring the right people, with the right skills, to the right place at the right time to assist helping organizations to become leaders in finance.

#### ★ Efficient Finance Operations

An efficient finance function helps identify and deliver specific improvements in order to unlock value and resources thus freeing up time for improved decision support activities. It is founded on a robust platform of integrated operational/transactional finance activities.

#### ★ Effective Decision Support

This service network helps clients deliver a fit-for-purpose financial planning and performance management framework in order to help the business to make better decisions.

#### ★ Finance Strategy and Transformation

Finance Strategy and Transformation helps a client to define the role of finance in driving the strategic business imperatives. It helps the CFO to clearly articulate its Finance vision and strategy, analyze the performance of the finance function, and develop a future state operating model that is fit for purpose.

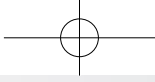
<http://www.kpmg.com/global/en/services/advisory/management-consulting/financial-management/pages/default.aspx>

### 2. Financial Management Challenges

Decades of analyzing and evaluating performance data have helped businesses understand the tools necessary to maintain solvency. However, modern-day financial management still poses specific challenges to department heads.

#### ★ Accurate Record Keeping

In the corporate context, financial managers take the issue of accurate record keeping seriously; mainly because they understand it all starts from there. A company that thrives and grows can only convince the outside world of its marketing prowess if it can correctly record operating transactions. Managers rely on a team of accountants and bookkeepers whose interdisciplinary background combines analytical skills with financial acumen to record transactions. Bookkeepers post corporate economic events by debiting and crediting financial



## Unit 3

accounts, such as assets and liabilities.

### ★ Timely Financial Reporting

Organizations that do not present their financial data in a timely manner often face a defiant tone from the investment community. Unhappy corporate financiers, who may equate reporting delays with sluggish performance, could demand a leadership reshuffle if the business consistently misses its reporting deadlines. To speed things up, company principals may let segment chiefs win a voice in decision making at every stage of the reporting process. By so doing, business-unit supervisors can work with department heads to ensure swift publication of corporate data.

### ★ Fundraising

In modern economies, raising cash for operating activities is a subject that lies on top of management's agenda. Without money in corporate vaults, a company cannot go far in its economic adventure and may drop out of the competitive landscape. Financial management personnel help corporate executives find funds necessary to engage in effective research-and-development activities and create one breakthrough product after another.

### ★ Financial Analysis

Financial analysis enables accounting managers to pinpoint business units that are struggling, comparing segment current data to historical information. By doing so, financial supervisors can find ways to prop up business units. In other words, financial managers work under the guidance of senior management to shield segments from financial turmoil, especially those that were previously the company's breadbasket. Financial analysis requires the use of performance metrics, such as inventory-turnover ratio and debt coverage ratio. Inventory-turnover ratio equals costs of goods sold divided by inventory. Debt coverage ratio, a solvency measure, equals net profit plus noncash expenses (depreciation, for example) divided by total debts.

### ★ Regulatory Compliance

How do you run efficient, profitable businesses without running afoul of the law? These days, this is often the dilemma that financial managers must cope with. In a global economy replete with international exchanges, managers must carefully pick foreign business partners and make sure overseas commercial practices do not break domestic laws.

[http://www.ehow.com/info\\_7920821\\_financial-management-challenges.html](http://www.ehow.com/info_7920821_financial-management-challenges.html)

## 3. Basics of Financial Management

### ★ Role of Treasurer and Board Finance Committee

If your small business is a corporation, you would do well to find someone experienced



# Financial Management

in financial management and encourage them to be your board treasurer (your board chair has this responsibility to find someone suitable, as well). Therefore, it's important to understand the role of the board treasurer.

## ★ Getting an Accountant or Bookkeeper, if Needed

If you are inexperienced in financial management, then you should get an accountant initially to help you set up your bookkeeping system, generate financial statements and do some basic financial analysis. But don't count on an accountant to completely take over your responsibility for financial management! The accountant can help you set up a bookkeeping system, generate financial statements and analyze them, but you have to understand financial data to the extent that you can understand the effects of your management decisions, the current condition of your business and how decisions will affect the financial condition of your business in the future.

## ★ Buy Accounting Software to Help You?

Strongly consider getting a software package to manage your books! There are a number of very useful software packages that will help you automate bookkeeping, generation of financial statement and their analysis. Note that an accounting software package can greatly reduce the time to enter and manage accounting transactions, and generate financial statements. However, you still should have at least a basic understanding of the accounting process for your organization, including what journals are used and what general accounts exist. You must have good understanding of financial statements and how to analyze them — an accounting package cannot do this for you!

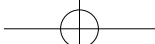
## ★ Getting a Bank and Banker

You'll need to start a business account at a bank. Probably the best way to find a good bank is to ask for advice and references from other small businesses, especially those that are of the size and nature of yours. If you're just starting out, you probably don't have much money. You may be able to get buy with a non-interest-bearing checking out that has no, or minimal, fees.

<http://managementhelp.org/businessfinance/#anchor1860217>

## 4. Public Financial Management Training

A public financial management training program instructs participants on how financial institutions, such as banks and insurance companies, operate in modern economies. A public financial management training program also helps students understand how these financial institutions use financial instruments, such as stocks or bonds, to manage risks. A public financial management curriculum also may help participants become familiar with personal



## Unit 3

financial planning topics. It helps participants understand the various types of financial products that corporations use to manage risks, raise short-term cash and finance long-term projects. A public financial management training program also may instruct course participants on how financial institutions play a pivotal role in the economy.

The training program may cover several topics, depending on business needs or staff skills, which offer courses on financial institutions and markets. A program participant may then learn about the New York Stock Exchange (NYSE) and its role in the economy. A public financial management training program also may relate to financial planning and how financial institutions may help individuals achieve their investment goals. For instance, a course attendant may learn how stocks and bonds may help diversify investment portfolios.

A public financial management training program often may relate to complex subjects. In these situations, a public financial management training program coordinator may hire a consultant to explain difficult topics. For instance, a program coordinator may hire a retired investment banker to explain investment valuation methodologies used in merger or acquisition transactions that are completed in international markets.

[http://www.ehow.com/about\\_6631432\\_public-financial-management-training.html](http://www.ehow.com/about_6631432_public-financial-management-training.html)

### 5. Financial Management in a Small Business

Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business.

The financial management system for a small business includes both how you are financing it as well as how you manage the money in the business.

In setting up a financial management system your first decision is whether you will manage your financial records yourself or whether you will have someone else do it for you. There are a number of alternative ways you can handle this. You can manage everything yourself; hire an employee who manages it for you; keep your records in house, but have an accountant prepare specialized reporting such as tax returns; or have an external bookkeeping service that manages financial transactions and an accountant that handles formal reporting functions. Some accounting firms also handle bookkeeping functions. Software packages are also available for handling bookkeeping and accounting.

Setting up an accounting system, collecting bills, paying employees, suppliers, and taxes correctly and on time are all part of running a small business. And, unless accounting is your small business, it is often the bane of the small business owner. Setting up a system that does what you need with the minimum of maintenance can make running a small business



# Financial Management

not only more pleasant, but it can save you from problems down the road.

Another area that your financial management system needs to address is risk. Any good system should minimize the risks in your business. Consider implementing some of these risk management strategies in your business. Certainly, insurance needs to be considered not only for your property, office, equipment, and employees, but also for loss of critical employees. Even in businesses that have a well set up system, cash flow can be a problem. There are some tried and true methods for Managing Cash Shortages that can help prevent cash flow problems and deal with them if they come up. In the worst case you may have difficulties meeting all you debt obligations. Take a look at Financial Difficulties to learn more about ways to manage situations in which you have more debt than income.

Clearly, financial management encompasses a number of crucial areas of your business. Take time to set them up right. It will make a significant difference in your stress levels and in the bottom line for your business.

<http://www.smallbusinessnotes.com/business-finances/financial-management/>

## Lecturing Hints

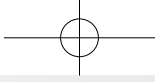
### I Starter

Aims	1. To enhance students' critical thinking.
	2. To improve students' ability in communication and listening.
	3. To arouse students' interest.
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to list three positions related to finance.
	2. Ask students to pick out your ideal careers about finance.
	3. Ask students to listen to a passage about a brief introduction to ABE and fill the blanks.

#### Keys:

A. Please list three positions related to financial management.

Open answers.



## Unit 3

B. Please pick out your ideal careers about finance.

Open answers.



C. Please fill in the blanks with the exact words you have heard.

**Script:**

### Brief Introduction to ABE

All businesses need to manage their finances correctly in order to ensure their stability and 1. potential for future growth. Knowledge of finance is one of the core skills of running a rewarding operation and is integral to all areas of the business.

The 2. Association of Business Executives (ABE) now offers a Financial Management pathway within the Business Management program. The new pathway system allows greater 3. flexibility for students who now have the chance to complete multiple qualifications at the same time. The Financial Management pathway contains three levels of Ofqual 4. approved qualifications to improve your financial management knowledge and skills. These are Level 4 Diploma, Level 5 Higher Diploma and Level 6 Graduate Diploma as shown in the table below.

ABE has also 5. developed the Extended Diploma in Business Management (Financial Management pathway), comprising 13 units in one stand-alone qualification. It is approved by Ofqual as a Level 6 qualification. The program can still be taken as two separate qualifications at Levels 5 and 6.

## II Learn to Know

**Read the following two passages, and then finish the tasks.**

Aims	1. To give students the general introduction about financial management.
	2. To acquaint students with techniques of financial management.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises.



# Financial Management

## Passage One

### 参考译文:

#### 财务管理简介

财务管理是指机构为实现其财政目标，而对资金实施的管理。以商业企业这种最普遍的组织机构为例，财务管理的主要目标是为企业创造财富、产生现金，并在顾及企业所面临的风险及投入的资源的前提下赢取一定的投资回报。

财务管理过程的三大要素如下：

#### 财务规划

管理层要确保有足够的资金适时来满足企业的需求。在短期内，资金要用来投资设备和股票、支付工资和贷款销售。从中长期来看，资金将用于提升企业的生产能力、促进收购等商业活动。

#### 财务控制

财务控制在保障企业目标的实现方面至关重要，它能回答“资产是否有效利用？”或是“企业资产是否安全？”又或“管理是否满足股东的要求并与企业制度保持一致？”等问题。

#### 财务决策

财务决策的核心与投资、金融和红利相关。一方面，投资是必须的，然而可考虑的投资方式通常不少。例如，我们可以通过销售新股、银行贷款、从供应商处获取信贷等方式增加资金。另一方面，一个重要的财务决策是企业赚取的利润是需要存下来还是给股东分红。如果红利支付得太多，企业可能会因为资金短缺而无法再次投资来创收。

总而言之，财务管理在企业的生存和发展方面具有战略性作用，有利于增加利润、管理债务、安全投资。这些要素能引导企业发展，实现为企业所有人、投资者和员工最大限度地赚取利润的目标。

Task 1. Mark (√) the words you know and search for other words from dictionary.

Keys: Open answers.

Task 2. Mark T (True) or F (False) for each sentence.

Keys: 1. T 2. F 3. T 4. T 5. F



## Unit 3

### Passage Two

参考译文:

#### 如何管理财务

财务管理处理企业内部事务，例如企业的财政结构和各部门绩效。

一般来说，财务管理技巧是财务经理在履行职责时的基本行为，他们在构建财务管理模式时必须考虑到很多可变因素。

财务管理的基本技巧是规划未来。因此，财务经理要运用财务管理模式及统计的数据来预测机构现行的财政结构如何能维持较长一段时间。

应用规划软件实质上就是把大量的可变因素融入到实战模式中，从而向管理者提供有用的信息。财务经理还必须考虑到所有相关的可变因素，而且这些因素不能重复。此时，财务经理要思路清晰、节约资源、精简规定。实现了这些技巧，也就领悟了财务管理的精髓。

基础软件包运行的主要领域之一是风险的判断。

财务规划主要负责预测风险和提供风险解决的方案。财务经理首先要收集本行业的资料，然后分析复杂的成本和收益，再来断定该项投资的收益是否超过风险。此处运用的技巧是评估风险变量，并给该投资贴上价格标签。

财务经理和财务会计可能会担心资产的价值、花费的成本和遭遇的风险。财务经理必须经常参与预测成本方面任何可能出现的增减。

Task 3. Identify the paragraph marked with letter from which the statement is derived.

Keys: 1. D 2. G 3. C 4. B 5. F

Task 4. Discuss the following questions with your partner.

Keys: Open answers.

## III Circumstance for Listening

Listen to three recordings and then finish the tasks.

Aims	1. To improve students' listening comprehension.
	2. To acquaint students with common circumstances in financial management.
Tasks	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.



# Financial Management

**Task 1** Karen is a finance adviser giving advice on how to manage business finances. Mark (✓) the information mentioned in the recording.

**Script:**

Keeping personal and business finances separate is the first rule in managing business finances. You may personally lend money to your business or withdraw money from your business, but those transactions must be purposeful and clearly documented.

Initially, you should open a business checking account, and use that account's checks or debit card for all business expenses. In this way, you won't be caught short at tax time. Next, you'd better set up an accounting system to manage business finances. Intuit's QuickBooks is flexible enough to work with micro- to medium-sized businesses, and most accountants are set up to work with it easily. Besides, you have also to decide whether and how you want to take money out of your business. The last thing I want to mention is to develop a relationship with an accountant and have him review your finances periodically to ensure that you are meeting state and federal taxing and reporting guidelines. Using a good payroll service will save headaches, and probably money, in the long run.

**Keys:** (✓) 1.                      (✓) 4.                      (✓) 5.                      (✓) 6.                      (✓) 8.

**Task 2** A financial manager is talking to his assistant. Listen and choose the correct answer.

**Script:**

*M (Financial Manager)*

*W (Assistant)*

M: I need you to arrange a financial department team together for a meeting today.

W: What for?

M: We need to start some urgent preparations for next year's financial planning.

W: What? But I thought that we didn't need to start that for another month?

M: If only! Senior management has requested that we start earlier due to recent business changes.

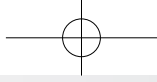
W: What about the work we're doing now? We're already behind schedule with it.

M: Well, we may need to consider reassessing work priorities and reassigning people from other departments to help.

W: What about the prospectus for our branch company?

M: How many people have we got doing that?

W: Probably about two thirds of the department.



## Unit 3

**Keys:** 1. B 2. C 3. C 4. D 5. D

**Task 3** A general manager is asking the financial manager about the financial review of the company. Listen and fill in the blanks with the exact words you hear.

**Keys:**

*G (General Manager)*

*F (Financial Manager)*

G: Has the 1. financial review been completed yet?

F: Yes it has, our 2. accountants managed to finish it last week.

G: What was the 3. outcome for the companies last financial year?

F: Good, as forecasted the company 4. profits increased 10%.

G: How did the market 5. react to that news?

F: Positively, the 6. stock was up 3.5% last time I looked.

G: How was it that you managed to complete the financial review 7. as well as the new business plan? I mean, your department must have really been burning 8. the mid-night oil.

F: Ha, yes. We did have to put in a fair few 9. extra hours. Hopefully we won't need to do another one like that for a while.

G: Hasn't your department recently received a few new employees though?

F: Yes, but we're still putting them through our 10. training program.

## IV Circumstance for Speaking

**Practice oral English according to the requirements.**

<b>Aims</b>	1. To improve students' oral English.
	2. To acquaint students with common issues in financial department.
<b>Tasks</b>	1. Students look through the requirements and design their oral show.
	2. Students finish the related exercises individually or in groups.
<b>Procedure</b>	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of working in an HR department with their partner.
	3. Ask students to make a presentation according to the clues given.



## Financial Management



### Task 1. Role-play

**Keys:** Answer omitted.



### Task 2. Debate the pros and cons of learning knowledge on financial management for non-professionals with your partner.

**Keys:** Answer omitted.

### Task 3. Make a presentation according to the clues given below.

**Keys:** Answer omitted.

## V Extension

Aims	1. To expand students' vision about financial management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

### Keys:

#### A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. The goal of the firm is maximization of shareholder wealth.
2. Financial ratio analysis helps us identify some of the financial strengths and weaknesses of a company.
3. Forecasting in financial management is used to estimate a firm's future financial needs.
4. Capital structure is the mix of the long-term sources of funds used by the firm.
5. A company-wide cash management program must be concerned with minimizing the firm's risk of insolvency.
6. There's no doubt we've got to tighten up on financial control.
7. The exchange rate is the price of foreign currency in terms of domestic currency, and it varies from time to time.
8. A financial market is a market created for the exchange of capital and debt.
9. A financial statement consists of a balance sheet and an income statement (also called a profit and loss statement).
10. What a business owns should be equal to what it owes.



## Unit 3



B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.

### Conversation 1

#### Script:

*Man (financial manager)*

*Woman (financial staff)*

M: Clara, I need you to go through the books later.

W: Which books?

M: The financial records for last month.

W: OK, I'm ready for that. Anything else?

M: Yes. You also need check something for me.

W: What do you want me to look for?

M: I need you to make sure all of the bills were recorded accurately. I want you to see if you find any mistakes.

W: I will check to see if there are any errors.

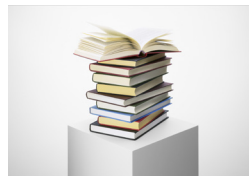
M: By the way, remember to calculate our total expenses for that month.

W: Where can I find the financial records?

M: They should be in the accounting office.

W: That's all right. I'll go and get them. Any other things?

M: No, that's all. But don't forget to finish the tasks before the end of this month. You know, time is limited.



**Keys:**

( 2 )

( 3 )

( 1 )

( 4 )

### Conversation 2

#### Script:

*Man (financial manager)*

*Woman (financial clerk)*

W: We've been working for three hours at those accounts. How about going out for lunch?

## Financial Management

- M: Yes. But one or two small things. Would you like to check them now, or after lunch?
- W: I think we might do it now, so I can get the information right away.
- M: Well, the first is this figure here in the stock valuation. This figure is for paint. I suppose we have this paint in stock. It's listed as goods paid for, but I can find no record of payment.
- W: En, I see. There won't be a check for the total amount. We always get paint on a sale or return basis and pay for it monthly as we use it. We forgot the sale or return arrangement and put the paint in the wrong column.
- M: That's understandable.
- W: What about the other error?
- M: Please look at the sum of salaries paid to the clerks. Could you tell me something about them?
- W: Sure. We often give salaries to the clerks in cash.
- M: I know, but I notice from the bank statement that the amount paid in is less than the amount drawn out.
- W: Oh, dear! It's a difference of two hundred yuan. I've never had a thing like this before. I'm very sorry about it. Will you leave it with me and I'll look into it this afternoon and come and report to you again?
- M: OK.



**Keys:**

( 4 )

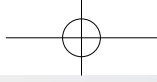
( 2 )

( 1 )

( 3 )

## VI After-class Snack

Aims	1. To help students review the main ideas of financial management.
	2. To acquaint students with common circumstances in financial management.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.



## Unit 3

<b>Procedure</b>	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some important courses for future financial staff through the Internet.
	3. Ask students to make a presentation according to the clues given below.

### A. Fill out the form with the information you have heard.

#### Script:

You can turn financial stress into business success by using good financial, time and business management skills.

1. Get the real picture. Know where your business really stands financially. Look at your profits and your debts. Create a budget so you can see where your money comes in and goes out.
2. Re-evaluate your long- and short-term goals. Set realistic goals that are manageable within defined time frames.
3. Take a look at your staff. You may to fire anyone who is causing the company problems and costing you too much money and hire new staff. You may bring in more profits with a new player on board.
4. Hire an expert. Get an accountant or a project manager to help you sort out your goals and finances.
5. Educate yourself on money issues and find solutions to your financial troubles. Go and find out how other small business owners cope with financial stress.
6. Market your business on a continuous basis. You need to ensure the business is still coming in even if you have a lot of customers.

#### Keys:

- |                       |                  |                 |
|-----------------------|------------------|-----------------|
| 1. stands financially | 2. your profits  | 3. a budget     |
| 4. short-term goals   | 5. manageable    | 6. To fire      |
| 7. bring in           | 8. an accountant | 9. solutions to |
| 10. coming in         |                  |                 |

### B. Search and list some important courses for future financial staff through the Internet.

Answer omitted.

### C. Make a presentation according to the clues given below.

Answer omitted.



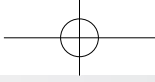
Unit

4

# Marketing Management

## Teaching Arrangement

Unit 4 Marketing Management			
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"> <li>➤ Grasp basic cognition about marketing management</li> <li>➤ Be able to learn how to carry out marketing management</li> <li>➤ Be able to know the major philosophies of marketing management</li> </ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"> <li>➤ Starter</li> <li>➤ Learn to Know ( Passage One)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Basic steps of marketing management</li> <li>➤ Language points</li> <li>➤ Text understanding</li> </ul>
	Class 2	<ul style="list-style-type: none"> <li>➤ Learn to Know (Passage Two)</li> <li>➤ Circumstance for Listening</li> </ul>	<ul style="list-style-type: none"> <li>➤ Marketing management philosophies</li> <li>➤ Text understanding</li> <li>➤ Listening comprehension</li> </ul>
	Class 3	<ul style="list-style-type: none"> <li>➤ Circumstance for Speaking</li> <li>➤ Extension</li> </ul>	<ul style="list-style-type: none"> <li>➤ Oral English in working place</li> <li>➤ Communication, presentation and discussion</li> </ul>
Assignment	After-class	<ul style="list-style-type: none"> <li>➤ After-class Snack</li> </ul>	<ul style="list-style-type: none"> <li>➤ Marketing research</li> <li>➤ Listening &amp; speaking</li> </ul>



# Unit 4

## Lecturing References

### 1. What is Market Analysis?

Market analysis may take two distinct forms. It is a method used by investors to look at the market and try to determine whether it is going up or down, in order to make investment decisions. The term can also be used for a field used by marketers to analyze the target market of their clients and determine the best courses of action to take to improve sales and profitability.

As used by investors, market analysis involves looking at numerical data and attempting to discern patterns or determine probable future movement based on that data. Investors will look at how prices within their specific sector are moving, how the market as a whole is trending, and what individual events might affect the prices of stocks and commodities they are trading in. When performing this type of analysis, an investor must also consider events such as announced mergers, profit predictions for a coming quarter, and new technological discoveries. Some investors take a primarily mathematical approach, looking at reams of historical market data and crunching every number at their disposal through their own algorithms in an attempt to predict the market's future path. Other investors take a more "gut" approach, relying on news sources and rumors surrounding companies' activities to sketch a rough picture of possible market tendency.

From a marketer's perspective, a marketing analysis involves looking at every angle of a market to determine policies that will help a company capture more of a market share and make the share it already controls more profitable.

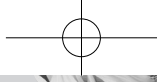
Market analysis may also look at the share a company owns of a particular market, with the aim of determining how to acquire a larger share. This type, known as *market share analysis*, is geared more towards entrenched product lines. The goal of market share analysis is not to determine whether a customer would purchase a product, but rather to examine customer loyalty levels, brand perception, and the overall competitive edge, and to come up with a strategy to draw market share away from competitors and increase one's own share.

<http://www.wisegeek.org/what-is-market-analysis.htm>

### 2. Market Targeting and Target Market

#### ★ Market Targeting

Choosing an appropriate market for a given product, marketers of a given product need to evaluate the different market segments and decide which and how many to serve. To do



# Marketing Management

this effectively, they must examine three general factors: (1) segment attractiveness (i.e., the impact of competitors); (2) segment size and growth; (3) company objectives and resources.

Market targeting differs from target marketing in that a product is already established and decisions must be made as to which market is most appropriate for it. In target marketing, a company finds a market it wants to serve and then develops a product appropriate for that market.

## ★ Target market

A marketer may choose to target the entire furniture market with the generalized product, promotion, distribution, and pricing strategy meant to appeal to everyone, or may go after one segment of the furniture market with a customized strategy or several segments of the furniture market with more than one strategy.

Selecting a target market segment for a product rather than attempting to sell to the entire market can be a more efficient use of promotion dollars, because a greater market share can be achieved by capturing most or all of a segment via a carefully directed marketing plan that reaches precisely the right people with the right message than by trying to capture market share with a generic approach. It is also a better use of production resources if they can be concentrated on a single product and/or package, thus experiencing economies of scale. For example, a factory that only makes metal bed frames can operate with less equipment, expertise, and materials than a similar size company that makes metal bed frames, sofa beds, dining room tables, and office furniture.

Target marketing makes better use of distribution dollars as well, enabling marketers to concentrate on developing working relationships with department-store chains or on developing a business-to business sales force, but not both.

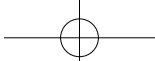
<http://www.allbusiness.com/glossaries/market-targeting/4963055-1.html>

## 3. The Importance of Product Positioning to the Marketing Plan

Product positioning is an important element of a marketing plan. Product positioning is the process marketers use to determine how to best communicate their products' attributes to their target customers.

## ★ Customer Needs

Effective product positioning requires a clear understanding of customer needs so that the right communication channels are selected and key messages will resonate with customers. Product positioning starts with identifying specific, niche market segments to target. In addition to identifying the customer based on demographic and psychographic attributes, marketers need to understand customer needs, especially relative to the products



## Unit 4

and services they have to offer, to clearly convey value as part of their marketing plan.

### ★ **Competitive Pressures**

Marketers must weigh competitive pressures when they are considering the positioning elements of their marketing plans. Effective positioning conveys to consumers why this company's product or service should be preferred over other competitive options based on what the company knows about the target audience's needs. Effective marketing plans clearly identify how the company's products or services are different from competitors' offerings and in what ways.

### ★ **Communication Channels**

Product positioning helps marketers consider how their offerings are different from others that consumers have to choose from. But it is not enough to know this from an internal perspective — marketers must communicate this to the target audiences. To do this effectively, they must choose communication channels that are designed to connect with their identified target audiences at times when they will be most receptive to these messages.

### ★ **Carefully Crafted Key Messages**

The final challenge in effective product positioning is conveying the differentiating, value-added aspects of your product or service to your target audience through the communication channels you have selected. These messages are designed to convey how your product is different than competitive offerings, as well as to address the value-added attributes that are important to your audience. Product positioning is at the foundation of any effective marketing plan because it impacts the ultimate purchase decision.

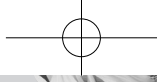
<http://smallbusiness.chron.com/importance-product-positioning-marketing-plan-24275.html>

## 4. Develop a Marketing Mix

Developing the right marketing mix is essential to business success. There are two basic steps you must take before developing the marketing mix. The first is to identify your overall goal or marketing strategy. The second is to identify your target audience. Then you can proceed to develop the marketing mix.

A typical marketing mix is based on the four Ps:

- ★ **Product** – the product or service you are selling
- ★ **Price** – what it will cost the customer
- ★ **Place** – where you will sell it or how the customer will receive it
- ★ **Promotion** – what communication techniques you will use to inform the public about your business.



# Marketing Management

Other factors you must consider when developing your marketing mix will increase the number of Ps to eight, and add one S. The next P is:

★ **Positioning – the unique place you hold in customers' minds.**

To position your business, ask yourself what is different or unique about you, compared with your competitors. Do you provide better quality, more product and value for the price, or do you simply fill an underserved need in the community?

These are some of the ways to position your business. This can also be considered as part of your differential.

The next P is:

★ **People – those who will work for you, sell your product or deliver your service, and the vendors who will supply you.**

The last two Ps are:

★ **Profits – what you plan to make, and**

★ **Politics – those laws and regulations that will govern the way you do business.**

The S is probably the most important area for continued business with your customers, sometimes categorized as repeat business, but many companies seem to forget about it. It is:

★ **Service.**

You cannot and certainly will not succeed today without providing excellent customer service.

We discussed earlier how you must know who your customers are, what they need, want and expect, what you must do to satisfy those needs and wants while exceeding their expectations, and then have a system in place to resolve any customer complaints easily.

It is even suggested that your customer service should not necessarily be planned just for the customer "complaint", but that you should have a plan for customer service to be commenced at the first point of contact with the customer before they actually purchase.

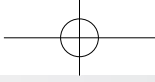
<http://www.mondaq.com/x/184778/marketing/Developing+Your+Marketing+Mix>

## 5. Marketing Plan Implementation & Control Methods

Marketing plans aren't worth the paper they're printed on if you don't implement them. Assimilate your new marketing activities into your regular schedule to ensure results. Coordinate your team's marketing efforts to avoid overlap and stay on schedule. Creating a system with frequent feedback will help correct bad behavior. In the end, you must hold yourself and your company accountable to the marketing objectives.

★ **Routine Integration**

Several factors could stop you and your company from implementing your marketing



## Unit 4

plan, including a current heavy workload. Small business owners have to wear many hats that involve separate time-draining activities, preventing them from implementing new marketing initiatives. Block out time to execute marketing tasks, outlined in your plan — daily, or at least three times a week. If you don't transform marketing practices into a habit, your results could suffer.

### ★ Efficient Coordination

If you have a team implementing your marketing plan, assign a coordinator to oversee the activities. This will help prevent unmet objectives and overkill situations. For example, you may find most of your team is working on ad campaigns, when no one is minding your channel partners. A good coordinator will prioritize the importance of each activity and assign them to individuals who excel in that area.

### ★ Systematic Review

Once the marketing implementation process has begun, track its progress. Marketing strategies rarely work exactly according to plan, so adapting to unexpected events will be necessary. Establish a system that gives feedback frequently without being overly critical to your team. Consider data-only reporting like systems linked to progress bar charts to illustrate the progress already achieved, as they relate to larger goals. This helps facilitate good habits specifically related to the marketing plan objectives.

### ★ Accountability

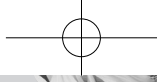
Your marketing plan's success is directly tied to how accountable your company is to its success. Procrastination, lack of belief in the marketing concepts, as well as assuming task completion, are all reasons why plans fail. Monitor results using systematic review processes to find weak links and areas to improve. Tie different plan objectives to specific individuals. This may improve individual performance because their reputation and work ethic are now associated with the objective's outcome.

[http://www.ehow.com/info\\_8159314\\_marketing-plan-implementation-control-methods.html](http://www.ehow.com/info_8159314_marketing-plan-implementation-control-methods.html)

## Lecturing Hints

### I Starter

Aims
1. To enhance students' critical thinking.
2. To improve students' ability in communication and listening.
3. To arouse students' interest.



# Marketing Management

Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to name three prominent market leaders in China or abroad.
	2. Ask students to give some methods to promote the new products.
	3. Ask students to listen to a passage about a market campaign and fill in the blanks.

## Keys:

A. Please name three prominent market leaders in China or abroad.

Open answers.

B. Please give some methods to promote the new products of your company. You may use the following information.

Open answers.

C. Please fill in the blanks with the exact words you have heard.

## Script:

### Market Campaign Between Facebook and Google

After years of collecting photos and personal data from its billion-plus members, Facebook Inc. Tuesday published a search tool — and pushed the social 1. network deeper onto Google Inc.'s home turf.

The two companies are vying to become the 2. primary gateway to the Internet. Google has long 3. served as a destination to find websites and information; Facebook, to share gossip and photos with friends. But those 4. distinctions are increasingly blurring, and billions in advertising dollars are at stake.

The social network said Tuesday it would enable members to conduct complex queries related to their friends' profiles, such as "tourist attractions in France visited by my friends."

In doing so, Facebook is attacking Google's core 5. strength and its most profitable product — search — in a bid to convince people they might not need to use Google to find information.



## Unit 4

### II Learn to Know

Read the following two passages, and then finish the tasks.

Aims	1. To give students the general introduction about marketing management.
	2. To acquaint students with marketing management philosophies.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises

#### Passage One

参考译文:

#### 市场营销管理

市场营销管理是一个商业术语。它关注营销技术的实际运用和公司营销资源、活动的管理。整个过程可以分为五个基本步骤。

##### 1. 市场机会分析

市场机会分析是市场营销管理步骤中最关键的一步。本质上是由营销经理在商业大环境下寻找商机。主要包含两项任务：识别更广阔且具潜力的产品市场；然后将这些大的产品市场切分为一个个小市场，即细分市场。

##### 2. 目标市场选择

营销管理的第二个步骤称之为目标市场选择。目标市场选择包括选出一个或者多个细分市场。但是，选出这些细分市场是远远不够的，通常还要对每个细分市场的潜在利润做一个相当详细的分析。

##### 3. 产品定位

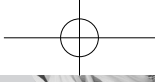
营销管理的第三步，我们必须确定要怎样让目标市场认识到我们的产品和竞争对手产品的相关性及我们的这类产品能带给消费者的潜在利益。这无疑是建设产品形象的一个步骤。给产品定位即产品形象的建立。这是我们的产品或服务在市场的一个象征。这也是非常关键的一步，给产品定位的好坏直接决定了产品在市场销售中的成功与失败。

##### 4. 发展市场营销组合

营销管理的第四个步骤是发展市场营销组合。我们已经知道市场营销组合包括4P：产品、价格、营销和渠道。这些都是市场营销经理用来在市场里创造所需的市场定位和产品管理需求的手段。

##### 5. 营销计划、执行与控制

以上四步都是构建公司营销计划的主要步骤。营销计划实质上就是将营销项目的各个步骤实施到位的交流工具。这一步骤的目的是为了确保市场计划是否在执行，各项活动是



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否在控制之内。它的存在是有一定意义的。市场营销计划应当包罗万象。它不仅应该包括我们计划做什么，而且还应该包括我们应当怎样实施这些计划，如果实施过程中出现问题，我们应当怎样应对等。

**Task 1.** Mark (√) the words you know and search for other words from dictionary.

**Keys:** Open answers.

**Task 2.** Mark T (True) or F (False) for each sentence.

**Keys:** 1. F 2. T 3. T 4. F 5. F

## Passage Two

参考译文:

### 市场营销管理哲学

企业应该用什么样的思想来指导营销活动？该如何处理企业、顾客和社会三者利益之间的权重关系？当前，主要有五种不同的管理观念，分别是：生产观念、产品观念、推销观念、市场营销观念和社会营销观念。

#### 生产观念

生产观念是最古老的营销管理哲学之一。它认为消费者总是喜欢那些可以随处买得到而且价格低廉的产品。持这种观念的管理者关注的焦点主要是提高生产效率，降低成本和扩大分销范围。他们认为消费者主要对产品的可购得性和低价格感兴趣。这种取向在发展中国家是有意义的，那里的消费者更感兴趣的是获得该产品而不是产品的特性。

#### 产品观念

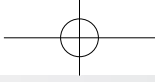
产品观念认为消费者喜欢高质量、多功能和具有某种特色的产品，持这种观念的管理者主要致力于生产优质的产品，并不断加以改进。他们确信买家最欣赏做工精良的产品，并能够评估其质量和性能。这种管理者往往容易过分重视产品而忽视了顾客需求。

#### 推销观念

推销观念认为如果不采取措施，消费者一般不会足量购买某一企业的产品，因此，企业必须积极推销和大力促销。他们相信消费者通常会表现出一种购买惰性或阻力，必须加以极力劝说才会购买。企业会采用一系列高效的销售和促销手段来刺激消费者的购买力。许多企业在产品滞销时会应用这一观念。他们的目标是卖掉他们生产的产品，而不是按市场需要生产产品。

#### 市场营销观念

市场营销观念是对前三种管理观念的一种挑战。这种观念认为要达到企业目标，关键在于发现目标市场的需求，并能比其他竞争者更加快捷有效地提供目标市场所期待的满足感。这一观念的四大支柱要素是：目标市场、客户需求、整合营销和盈利能力。



## Unit 4

### 5. 社会营销观念

社会营销观念认为企业组织的任务是确定目标市场的需求和兴趣，然后应以一种方式向顾客提供最大价值，这种方式必须保持或改进消费者及整个社会的福利水平。换句话说，社会营销观念认为一个企业应该在充分考虑消费者的需求，企业的要求和社会长远利益的基础上，做出正确的营销决策。

Task 3. Identify the paragraph marked with letter from which the statement is derived.

**Keys:** 1. D 2. F 3. B 4. E 5. C



Task 4. Discuss the following questions with your partner.

**Keys:** Open answers.

## III Circumstance for Listening

**Listen to three recordings and then finish the tasks.**

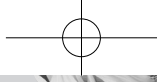
Aims	1. To improve students listening comprehension.
	2. To acquaint students with marketing management.
Tasks	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.

Task 1. George, a marketing manager, is giving lecture on what marketing is. Mark (√) the information mentioned in the recording.

#### Script:

In general, we use “marketing” and “selling” as synonyms but there is a substantial difference between both the concepts. Marketing must be understood in the sense of satisfying customer needs. Selling is not marketing. Selling and advertising are only part of a larger marketing mix. The aim of marketing is to make selling superfluous. The aim is to know and understand the customer so well that the product or service fits and sells itself.

Understanding customers’ needs, wants, and demands in detail provides important input for designing marketing strategies. The importance of products lies in the benefit they provide. The term product covers physical goods, services, and a variety of other vehicles that can be wanted.



# Marketing Management

Consumers make buying choice based on their perceptions of the value that various products and services deliver. Consumers often do not judge product values and costs accurately or objectively. They act on perceived value.

Customer satisfaction is closely linked to quality. American Society for Quality Control defines quality as the totality of features and characteristics of a product or services that bear on its ability to satisfy customer needs. Quality begins with customer needs and ends with customer satisfaction.

**Keys:** (✓) 2. (✓) 3. (✓) 5. (✓) 8.

**Task 2.** Two employees are discussing the strategies of marketing. Listen and choose the correct answer.

---

**Script:**

M: I haven't sold a thing all week!

W: Really? In contrast, I'm so lucky this week. I was honored with the title of a sales-star.

M: Oh, Congratulations! I think we need to create a professional sales strategy, as some people still need more guidance on how to improve their sales pitch.

W: OK, I think a few of our experienced salesmen could help out.

M: What about holding a departmental meeting sometime soon to allow the newer salespeople to hear some strategies from the more experienced members.

W: And then put these ideas into a formal company document so that every company member can learn from their experiences.

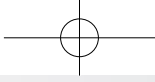
M: It will need to include all the relevant information, such as suggested conversation approaches, appearance, body expressions etc.

M: That would be a great help for the department.

W: Why don't we also hold a few seminars in which some more experienced salespeople can actually demonstrate some of their techniques?

M: I think that's great. We could greatly improve our monthly sales figures if we can do that.

**Keys:** 1. D 2. D 3. A 4. B 5. D



## Unit 4



Task 3. A general manager and a marketing manager are discussing about their recent marketing research result. Listen and fill in the blanks with the exact words you hear.

Keys:

GM (General Manager)

MM (Marketing Manager)

MM: Here's a full breakdown of the recent market research for you.

GM: Thanks, let me take a look.

MM: The main question we were asking was how people would 1. respond to a new brand.

GM: It seems as if a lot of people liked the idea.

MM: Exactly. We found that only 30% of people weren't interested at all.

GM: But the other 70% are interested?

MM: Yes. 70% of people like a 2. well-respected brand name.

GM: But will they want to buy our products or stick to what they know.

MM: Well, most people like the idea of being able to buy a Chinese brand rather than a foreign one.

GM: What do you mean by "most people" exactly?

MM: In our 3. target market, only 15% said they would be put off buying a Chinese brand.

GM: So, being a Chinese brand is one of our major strengths?

MM: 4. Definitely. I think the main thrust of our marketing campaign should be our 5. Chinese identity.

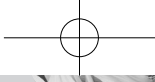
GM: The trick will be 6. convincing them that our products are of the same quality as 7. the established brands.

MM: Yes and our research showed that pricing will have a lot to do with that.

GM: We can't 8. afford to price our products too high, obviously.

MM: That's right. The research suggests we should go for price points just below those of our main 9. competitors.

GM: I agree. We need to be 10. noticeably cheaper but still be in the same price bracket as the other top brands.



# Marketing Management

## IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students' oral English.
	2. To acquaint students with marketing management.
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of advertising in market promotion.
	3. Ask students to make a presentation according to the clues given below.



Task 1. Role-play

**Keys:** Answer omitted.



Task 2. Debate the pros and cons of advertising in market promotion.

**Keys:** Answer omitted.

Task 3. Make a presentation according to the clues given below.

**Keys:** Answer omitted.

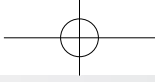
## V Extension

Aims	1. To expand students vision about marketing management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

**Keys:**

A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. We will improve the marketing management system and strengthen market oversight.
2. As an important part of brand marketing management, brand promotion plays a strategic role in it.
3. Your market still has great potential.



## Unit 4

4. By this concept, marketing management should focus on improving production and distribution efficiency.
5. Marketing management is the conscious effort to achieve desired exchange outcomes with target markets.
6. We need to review our marketing strategies.
7. We can discuss further details when you have a thorough knowledge of the marketing possibilities of our products.
8. One of the important and bewildering promotion tools of modern marketing management is advertising.
9. According to your estimate, what is the maximum annual turnover you could fulfill?
10. As part of our marketing mix, we'll label the product as a premium item with above-average quality.



**B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.**

### Conversation 1

#### Script:

*Man (boss)*

*Woman (marketing manager)*

M: As you know, our new product is due for release next month.

W: Great. Quality is the focus of the ad campaign. The boards must work well if they're going to be the cash cow we want them to be.

M: Yes, let's go over our promotion plans again.

W: OK. We have six major retailers running demonstrations at most branches. And our exhibition team is already on the road setting up for computer shows.

M: Good. What about print and radio?

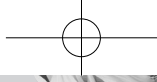
W: We've taken out full-page ads for two large trade magazines. And more important, our press releases have been well received.

M: Any larger ads?

W: Yes. We're putting the same full-page ad in the Sunday edition of three major newspapers.

M: Sounds perfect.

W: But nothing ever works out as you want it. So I have a number of other tricks up my sleeve, as well.



# Marketing Management



**Keys:**

( 4 )

( 1 )

( 2 )

( 3 )

## Conversation 2

### Script:

*Man (salesman)*

*Woman (marketing manager)*

M: What kind of promotional events are scheduled for the new product line?

W: Marketing department has us set up with product launches in five major cities, as well as some sponsoring events throughout the year. All together, there will be 15 events.

M: What kind of sponsoring are we talking about? I don't know how effective sponsorship really is...

W: It's not what you're thinking. These events will give us a wider exposure than most. Take the tri-city marathon for starters. This is a highly publicized event. The television exposures alone will nearly double our customer awareness.

M: Other than the marathon, what else is on the list?

W: We've got a spot in Olympic Stadium sponsoring one of a team's equipment, then a rally for cancer research, and a connection to the inner-city education program.

M: Sports, medicine, education... seems kind of random, don't you think?

W: It might seem that way, but these events were all carefully chosen based on marketing research. These are the events that our customers and potential customers care about.



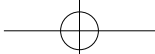
**Keys:**

( 4 )

( 1 )

( 3 )

( 2 )



## Unit 4

### VI After-class Snack

Aims	1. To help students review the main ideas of marketing management.
	2. To acquaint students with marketing research and the qualities of a marketing manager.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some practical strategies on marketing management through the Internet.
	3. Ask students to make a presentation according to the clues given below.

#### A. Fill out the form with the information you have heard.

##### Script:

Marketing research is the process or set of processes that links the consumers, customers, and end users to the marketer through information — information used to identify and define marketing opportunities and problems. Marketing research can give an enterprise a picture of what kinds of new products and services may bring a profit. For products and services already available, marketing research can tell companies whether they are meeting their customers' needs and expectations.

Generally speaking, there are three kinds of methods to do marketing research:

★ Interviews (either by telephone or face-to-face)

★ Surveys (online or by mail)

★ Questionnaires (online or by mail)

The whole process of marketing research can be divided into six steps:

Step 1. Define the objective & your "problem".

Step 2. Determine your "research design".

Step 3. Design & prepare your "research instrument".

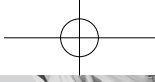
Step 4. Collect your data.

Step 5. Analyze your data.

Step 6. Visualize your data and communicate results.

**Keys:**

1. information	2. profit	3. expectations
4. Interviews	5. Questionnaires	6. objective



# Marketing Management

- 7. Determine
- 10. communicate

8. instrument

9. analyze

**B. Search and list some practical strategies on marketing management through the Internet.**

Answer omitted.

**C. Make a presentation according to the clues given below.**

Answer omitted.



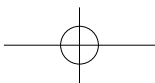
Unit

5

# Quality Management

## Teaching Arrangement

Unit 5		Quality Management	
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"><li>➤ Grasp basic cognition about quality management</li><li>➤ Be able to learn the important steps of Total Quality Management</li><li>➤ Be able to know the models of Total Quality Management.</li></ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"><li>➤ Starter</li><li>➤ Learn to Know ( Passage One)</li></ul>	<ul style="list-style-type: none"><li>➤ Five important steps in Total Quality Management</li><li>➤ Language points</li><li>➤ Text understanding</li></ul>
	Class 2	<ul style="list-style-type: none"><li>➤ Learn to Know (Passage Two)</li><li>➤ Circumstance for Listening</li></ul>	<ul style="list-style-type: none"><li>➤ A model for Total Quality Management</li><li>➤ Text understanding</li><li>➤ Listening comprehension</li></ul>
	Class 3	<ul style="list-style-type: none"><li>➤ Circumstance for Speaking</li><li>➤ Extension</li></ul>	<ul style="list-style-type: none"><li>➤ Oral English in working place</li><li>➤ Communication, presentation and discussion</li></ul>
Assignment	After-class	<ul style="list-style-type: none"><li>➤ After-class Snack</li></ul>	<ul style="list-style-type: none"><li>➤ How to carry out a quality control</li><li>➤ Listening &amp; speaking</li></ul>





## Lecturing References

### 1. Origins of TQM

Total quality management has evolved from the quality assurance methods that were first developed around the time of the First World War. The war effort led to large scale manufacturing efforts that often produced poor quality. To help correct this, quality inspectors were introduced on the production line to ensure that the level of failures due to quality was minimized.

After the First World War, quality inspection became more commonplace in manufacturing environments and this led to the introduction of Statistical Quality Control (SQC), a theory developed by Dr. W. Edwards Deming. This quality method provided a statistical method of quality based on sampling. Where it was not possible to inspect every item, a sample was tested for quality. The theory of SQC was based on the notion that a variation in the production process leads to variation in the end product. If the variation in the process could be removed this would lead to a higher level of quality in the end product.

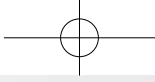
After World War Two, the industrial manufacturers in Japan produced poor quality items. In a response to this, the Japanese Union of Scientists and Engineers invited Dr. Deming to train engineers in quality processes. By the 1950's quality control was an integral part of Japanese manufacturing and was adopted by all levels of workers within an organization.

By the 1970's the notion of total quality was being discussed. This was seen as company-wide quality control that involves all employees from top management to the workers, in quality control. In the next decade more non-Japanese companies were introducing quality management procedures that based on the results seen in Japan. The new wave of quality control became known as Total Quality Management, which was used to describe the many quality-focused strategies and techniques that became the center of focus for the quality movement.

<http://logistics.about.com/od/qualityinthesupplychain/a/TQM.htm>

### 2. The Primary Elements of TQM

Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization.



## Unit 5

### ★ Customer-focused.

The customer ultimately determines the level of quality.

### ★ Total employee involvement.

All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.

### ★ Process-centered.

A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external).

### ★ Integrated system.

Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM.

### ★ Strategic and systematic approach.

A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.

### ★ Continual improvement.

A major thrust of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.

### ★ Fact-based decision making.

In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

### ★ Communications.

Communications involve strategies, method, and timeliness.

These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate.

<http://asq.org/learn-about-quality/total-quality-management/overview/overview.html>



# Quality Management

## 3. Seven Important Principles of TQM

Total Quality Management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers.

However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these seven important principles of Total Quality Management as a foundation for all your activities.

### ★ Quality can and must be managed

The first step in the TQM process, then, is to realize there is a problem and that it can be controlled.

### ★ Processes, not people, are the problem

If your process is causing problems, it won't matter how many times you hire new employees or how many training sessions you put them through. Correct the process and then train your people on these new procedures.

### ★ Don't treat symptoms, look for the cure

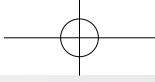
If you just patch over the underlying problems in the process, you will never be able to fully reach your potential. If, for example, your shipping department is falling behind, you may find that it is because of holdups in manufacturing. Go for the source to correct the problem.

### ★ Every employee is responsible for quality

Everyone in the company, from the workers on the line to the upper management, must realize that they have an important part to play in ensuring high levels of quality in their products and services. Everyone has a customer to delight, and they must all step up and take responsibility for them.

### ★ Quality must be measurable

A quality management system is only effective when you can quantify the results. You need to see how the process is implemented and if it is having the desired effect. This will help you set your goals for the future and ensure that every department is working toward the same result.



## Unit 5

### ★ Quality improvements must be continuous

Total Quality Management is not something that can be done once and then forgotten. It's not a management "phase" that will end after a problem has been corrected. Real improvements must occur frequently and continually in order to increase customer satisfaction and loyalty.

### ★ Quality is a long-term investment

Quality management is not a quick fix. You can purchase QMS software that will help you get things started, but you should understand that real results won't occur immediately. TQM is a long-term investment, and it is designed to help you find long-term success.

<http://managementhelp.org/quality/total-quality-management.htm>

## 4. The Pros and Cons of Total Quality Management

Total Quality Management is a management technique used by managers in the production chain and who deal with the tactical and operational decisions. The advantages of total quality management are that the company benefits by having a dedicated workforce who strive and achieve in improving the production line. The raw materials would have to be inspected by workers and line managers to ensure that the goods are free from defects which eliminates and reduces wastage. This in turn reduces costs. The TQM method also has the advantage by having a more productive and successful workforce strategy also has better motivation and who know what they are doing. The TQM also works by having quality circles of team members and management where their ideas in improving the decision making process is also accomplished. Employees in quality circles are more motivated in the company in that the TQM also means that product standards such as International standards have to be adhered to. Every aspect of the business is part of the TQM policy. The focus is on the customer in meeting their needs first. Where goods are ordered and distributed the TQM works by coordinating deliveries of supplies to times when the business needs it most. This process the goods being over ordered or having shortages of stock and therefore the costs of holding excess or holding too much stock is reduced.

The disadvantages of TQM are that it can lead to bureaucracy where ideas are mentioned and end up being rejected or stifled. The delays by having these inspections and process improvements can also take time to see through and also the money needed to implement TQM principles also adds to costs. By focusing too much on the customers, the production based method might have a cheaper and more faster way of doing business and this method is rejected. Some managers and employee groups might be hesitant to change into a TQM based approach if the company is doing well now. Also the benefits of TQM are



# Quality Management

not guaranteed to be successful simply based on a complete implementation. Customers themselves along with the market will decide upon the success of the company. Also the costs of inspection of processes as well as Research and development projects might be too costly.

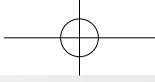
<http://www.insidebusiness360.com/index.php/the-pros-and-cons-of-total-quality-management-tqm-21825/>

## 5. The Implementation of TQM

The implementation of total quality management is similar to that of other decentralized control methods. In developing TQM, companies need to understand how consumers define quality in both the goods and services offered. If a company pays more attention to quality in its production process, fewer problems will occur later when the product is in the consumer's hands. One way to measure product performance and quality is through customer surveys, which can help managers identify design or manufacturing problems. According to quality consultant Armand V. Feigenbaum, the end user best defines quality, which means that quality is open to subjective interpretations. Consumer perceptions have to be changed if a company wants to change a product's quality image. Extended service programs and improved warranties can help accomplish this feat. As examples, Whirlpool Corporation promises that parts for all models will be available for 15 years, and Mercedes Benz provides technical roadside assistance after service hours.

Another means of ensuring a commitment to quality "after the sale" is via a product or service guarantee. Wal-Mart is known for its no-hassles return policy for any product—with or without a receipt. Mail-order house L. L. Bean will replace a pair of hunting boots purchased ten years earlier with new boots. Saturn automobile retailers provide total refunds for vehicles within 30 days if the customer is not fully satisfied. However, many companies are not willing to incur the short-run costs associated with such guarantees.

<http://www.cliffsnotes.com/more-subjects/principles-of-management/productivity-and-total-quality-management/the-implementation-of-tqm>



## Unit 5

### Lecturing Hints

#### I Starter

Aims	1. To enhance students' critical thinking.
	2. To improve students' ability in communication and listening.
	3. To arouse students' interest.
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to list three famous brands with high quality.
	2. Ask students to give some aspects to inspect the quality of a product.
	3. Ask students to listen to a passage about quality improvement and fill in the blanks.

#### Keys:

A. Please list three famous brands with high quality.

Open answers.

B. Please give some aspects to inspect the quality of a product. You may use the following information.

Open answers.

C. Please fill in the blanks with the exact words you have heard.

#### Script:

#### Quality Improvement

Toyota Motor Corp., the world's biggest car maker by volume, which held its first special-committee meeting for global quality, said it would boost the number of technology offices in North America to seven from one to have more engineers checking vehicle problems. It also said it would 1. establish new technology offices in Europe, China and other countries.

The company held a daylong press tour in Toyota City as it intensifies its 2. quality-control campaign following global recalls of 8.5 million vehicles. The actions are in part intended to deal with criticism that Toyota acted too slowly in response to its recent 3. safety problems. Under the new structure, safety officials at Toyota headquarters in Japan will decide with counterparts in each 4. region how to address quality issues, while chief quality

officers in each market will share information about local 5. customers' complaints. Before, headquarters told each region what to do. "We will be able to decide on how to respond in a more optimal and prompt way," said company president Akio Toyoda.

## II Learn to Know

Read the following two passages, and then finish the tasks.

Aims	1. To give students the general introduction about total quality management.
	2. To acquaint students with the total quality management models.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises.

### Passage One

参考译文:

#### 全面质量管理的五个关键步骤

全面质量管理是一种以企业品质的不断提升为目标,计划并执行质量改进,注重全员参与的系统化管理途径。这种管理方式关注如何超越客户期待、识别质量问题、构建诚信和促进员工中的开放决策等问题。它主要包括五个步骤。

##### ★ 确保员工认同和理解

确保企业中的每一名员工都了解全面质量管理的政策,并将这些政策作为其工作的基础至关重要。你的员工应当了解你公司的目标,并且要意识到这些目标对整个公司成功发展的重要性。员工们必须明白公司对他们的预期是什么,为什么这样预期。这听起来是件容易的事情,但事实上,管理人员多数情况下都没有把这个理念深入人心。只有每一名员工都和管理者一样理解和看待这个问题,一个潜在的成功世界才能出现。

##### ★ 培养质量改进的文化

企业文化需要持续不断地现代化以鼓励员工积极反馈。你的员工们都握有宝贵的知识,充分利用好它吧!员工们只有在知道管理者会尊重他们的想法的情况下,才会提出怎样改善质量管理的建议。

##### ★ 激励工作过程中的不断完善

全面质量管理是一个持续不断的过程,而不是一个短暂的项目。这就要求所有相关政策、程序和管理人员掌控都要有持续的改进。做调研,时刻关注市场动态,努力让你各方面的工作都能经常调整以适应市场的变化。应该不断努力提升水平,这样才能带来大范围内的质量改进。



## Unit 5

### ★ 关注客户需求

现今市场上, 顾客们要求和期望获得拥有零缺陷的完美商品和完善服务。因此, 聚焦客户需求对公司的长远发展有着非凡的意义, 同时这也是与客户建立关系的根本。人们基于情感做生意。竞争对手的存在就是风险的存在。贴近你的顾客, 让他们感到愉悦。确保客户所有的要求都记录下来并被理解。

### ★ 实施有效控制

监测业务绩效是必要的。一个员工一年有多少次不符合操作程序的操作或者一个设备有多少次计划外的维修, 这些都会被轻易忘记。但是如果有详细的文件记录, 你将能够客观地量化需要改进的地方, 并专注于那些能够带给你时间和财力最大回报的工作。

Task 1. Mark (√) the words you know and search for other words from dictionary.

Keys: Open answers.

Task 2. Mark T (True) or F (False) for each sentence.

Keys: 1. T 2. F 3. F 4. T 5. F

### Passage Two

参考译文:

#### 全面质量管理模式

如今, 许多优秀的全面质量管理模式适用于各种企业。戴明应用奖、马尔科姆波多里奇的卓越绩效标准、欧洲质量管理基金会推出的业务卓越模型和ISO质量管理标准就囊括其中。任何想要提升绩效的组织都会选择其中一个模式来进行自我评估。

最简单的全面质量管理模式如下图所示。这个模式首先理解顾客的需求。全面质量管理企业会不断收集、分析顾客信息并积极行动。这些行动甚至涉及到了解竞争对手的客户。因为, 密切了解客户需求能让全面质量管理企业预测未来客户的行为。

全面质量管理企业将客户知识和其他信息结合起来, 通过规划和精心安排整个企业行动, 来管理日常活动和实现未来目标。对计划做周期性的评估, 并按需求做一定的调整。计划程序是把所有全面质量管理活动联系在一起的粘合剂。

全面质量管理企业知道客户只有不断接受他们需要的产品和服务时才会感到满足。全面质量管理企业使用过程管理技术, 以开发稳定满足客户期望的成本控制程序。

全面质量管理企业也知道现在非凡的性能在未来可能不被接受。所以他们使用过程改进理念来实现收益突破和增量持续提升。过程改进甚至还被用于全面质量管理体系本身。

全面质量管理模式的最后一个元素是它的全员参与性。全面质量管理的企业清楚, 所有工作的执行都必须要通过人。这一管理过程始于领导。在全面质量管理企业中, 高层管理人员对贯彻实施、培养人才和所有活动全权负责。他们确保员工接受适当的培训, 能够积极参与企业的各项活动, 并能取得一定的成功。管理人员和员工一起努力工作创造一个人人



## Quality Management



都有价值的环境。

**Task 3.** Identify the paragraph marked with letter from which the statement is derived.

**Keys:** 1. d                      2. a                      3. e                      4. c                      5. b

**Task 4.** Discuss the following questions with your partner.

**Keys:** Open answers.



### III Circumstance for Listening

**Listen to three recordings and then finish the tasks.**

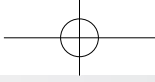
<b>Aims</b>	1. To improve students listening comprehension.
	2. To acquaint students with common circumstances in quality management.
<b>Tasks</b>	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
<b>Procedure</b>	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.

**Task 1** Albert, a quality manager, is giving lecture on the main principles of Total Quality Management. Mark (✓) the information mentioned in the recording.

#### Script:

From the 1980's Total Quality Management (TQM) was adopted by a number of organizations. TQM is an approach that organizations use to improve their internal processes and increase customer satisfaction. However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these eight important principles.

- 1) Quality can and must be managed.
- 2) Everyone has a customer to delight.
- 3) Processes, not the people, are the problem.
- 4) Every employee is responsible for quality.



## Unit 5

- 5) Problems must be prevented, not just fixed.
- 6) Quality must be measured so it can be controlled.
- 7) Quality improvements must be continuous.
- 8) Quality goals must be based on customer requirements.

**Keys:** (✓) 2. (✓) 5. (✓) 6. (✓) 8.

**Task 2.** A project manager and a client are discussing the quality of the products. Listen and choose the correct answer.

**Script:**

*Woman (quality manager)*

*Man (client)*

W: Hello! Mr. Smith. Your request for compensation makes me surprised. What happened?

M: It's because of the quality.

W: OK, can you give me the facts?

M: There is a copy of the inspection certificate issued by the Commodity Inspection Bureau and a set of photos. The inspection certificate states that the bikes were found rusty when they were unpacked and the photos taken on the spot back up the findings.

W: Are all our bikes like this?

M: Not all, there are 5% of them that have rust stains.

W: This is very unfortunate. Our manufacturer has always attached great importance to the quality of their products. But maybe the rust stains are due to dampness at sea. If that's the case, the liability should rest with the insurance people.

M: But our experts are of the opinion that the rust stains are not due to dampness but to poor workmanship. Please look at the picture. They surely prove that the derusting of the bikes before plating was not thoroughly done.

W: Well, it seems that manufacturers have not lived up to their standard in this case.

M: On the strength of this evidence, the responsibility rest with the producer and not with the insurance people. It's obvious that the manufacturers didn't strictly observe the proceeding requirements as stipulated in our contract.

W: Well, I'm sorry to hear that. We'll replace the defective bikes with new ones.

M: Thank you for sorting out the matter for us.



## Quality Management

**Keys:** 1. C 2. A 3. B 4. B 5. D



**Task 3.** A general manager and a project manager are discussing about their quality control. Listen and fill in the blanks with the exact words you hear.

**Keys:**

GM (General Manager)

PM (Project Manager)

GM: Diana, if we are going to pull our sales numbers up and 1. develop the brand, the quality of our products and production 2. efficiency must be improved immediately.

PM: Absolutely, I agree. In addition, I'm sure we can differentiate ourselves on quality if we get the basic things right.

GM: So what quality control 3. measures has your team come up with?

PM: Well, the most important thing is that we only ever accept 4. first-rate equipment from our suppliers.

GM: So that will be the responsibility of the people taking the deliveries?

PM: That's right. Every delivery will be 5. inspected thoroughly before it leaves the warehouse.

GM: What other measures do you suggest?

PM: Our staffs at the assembly plant have to understand that we're making the highest quality sports equipment and what the superior sports brand really 6. stands for.

GM: Good idea. I think we should also 7. appoint a dedicated quality control team to inspect the production lines.

PM: Yes. But how many people do you think we'll need?

GM: In my view, at least five or six.

PM: OK. By the way, I believe that creating right 8. working culture within the company is crucial for us too.

GM: Right. The proper 9. attitude among employees is essential for an enterprise. If we have a happy working environment, it will be bound to show in the quality of our 10. end products.



## Unit 5

### IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students oral English.
	2. To acquaint students with quality management
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of Total Quality Management.
	3. Ask students to make a presentation according to the clues given below.



Task 1. Role-play

**Keys:** Answer omitted.



Task 2. Debate the pros and cons of Total Quality Management.

**Keys:** Answer omitted.

Task 3. Make a presentation according to the clues given below.

**Keys:** Answer omitted.

### V Extension

Aims	1. To expand students vision about quality management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

**Keys:**

A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. The computer we produced is characterized by its high quality, compact size, energy saving and is also easy to learn and easy to operate.
2. Owing to its superior quality and reasonable price, our silk has met with a warm reception and quick sale in most European countries.
3. These machines have few breakdowns and are easy to maintain because of their



# Quality Management

simple mechanical structure.

4. What kind of quality control do you have?
5. This kind of air conditioning system is practical and economical for the needs of your company.
6. There is no marked qualitative difference between the two.
7. Our certificate of quality is made valid by means of the official seal.
8. Nothing wrong will happen, so long as the quality of your article is good.
9. We will provide a fresh guarantee for the protection of the equipment repaired.
10. We sincerely hope the quality is in conformity with the contract stipulations.



**B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.**

## Conversation 1

### Script:

*Man (Quality Manager)*

*Woman (client)*

M: Miss Li, put on the helmet, please.

W: Thanks, Mr. Johnson. Do we need to put on the jackets too?

M: Yes. You'd better pay attention to protect your clothes. Now please watch your step.

W: OK. Is the production line fully automated?

M: Well, not fully automated.

W: I see. How do you control the quality?

M: We believe that the quality is the soul of an enterprise. Therefore, we always put quality as the first consideration. All products have to go through five checks in the whole manufacturing process.

W: Excellent. What's the monthly output?

M: One thousand units per month now. But we'll be making 1,200 units beginning with October.

W: What's your usual percentage of rejects?

M: About 2% in normal operations.

W: That's wonderful. Is that where the finished products come off?

M: Yes. Shall we take a break now?



## Unit 5



Keys:

( 2 )

( 4 )

( 3 )

( 1 )

### Conversation 2

#### Script:

Man (project manager)

Woman (client)

M: Sammy, I promise you that, our products are of the latest technology, best quality and super functionality.

W: I've looked at your units, and I am very happy with them. Your goods are all far above standard quality.

M: Yes. We spend a lot of money on quality management. All of our products have to pass strict inspection before they go out. We don't sacrifice quality for quick profits.

W: Well, we're really interested in placing an order under negotiation. We can start the negotiations as soon as you want.

M: That's great. I'm glad we'll be able to do business together. I'll have some quotes ready for you by tomorrow morning.

W: Fine. Also, would you mind if I asked to see a surveyor's report of your products? I may have a few more questions about your quality analysis.

M: No problem. I believe No one can match us so far as quality is concerned. We'll make a good cooperation.



Keys:

( 3 )

( 2 )

( 4 )

( 1 )



# Quality Management

## VI After-class Snack

Aims	1. To help students review the main ideas of quality management.
	2. To acquaint students with the implementation of TQM
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some enterprises with excellent quality management through the interne.
	3. Ask students to make a presentation according to the clues given below.

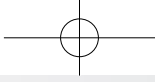
### A. Fill out the form with the information you have heard.

#### Script:

The Plan-Do-Check-Act (PDCA) cycle, also known as the Deming Cycle, applies the scientific method to problem solving. It is a popular model for continuous improvement. Nowadays, PDCA is widely applied to the field of Total Quality Management. As the name indicates, it consists of 4 distinct steps: 1) planning, which refers to the act of identifying opportunities for improvement and identifying ways of achieving these improvements; 2) doing, which refers to the actual implementation of the actions needed to effect the change; 3) checking, which refers to the act of verifying whether the implemented changes resulted in the desired improvements; and 4) action, which is what one does in response to the effects observed.

In step 4, if the effects observed are the desired improvements, then the actions implemented are made permanent and even deployed more widely. If the effects are negligible or even negative, the cycle is repeated using a different plan of action.

- Keys:**
- |              |                  |                |
|--------------|------------------|----------------|
| 1. Cycle     | 2. method        | 3. improvement |
| 4. TQM       | 5. opportunities | 6. achieving   |
| 7. verifying | 8. response      | 9. implemented |
| 10. negative |                  |                |



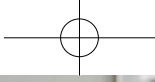
## Unit 5

B. Search and list some enterprises with excellent quality management through the Internet.

Answer omitted.

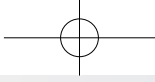
C. Make a presentation according to the clues given below.

Answer omitted.



## Teaching Arrangement

Unit 6		Production Management	
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"><li>➤ Grasp basic cognition about production management.</li><li>➤ Be able to learn the methods and models associated with production management.</li><li>➤ Be able to list core responsibilities of production managers.</li></ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"><li>➤ Starter</li><li>➤ Learn to Know ( Passage One)</li></ul>	<ul style="list-style-type: none"><li>➤ Production management</li><li>➤ Language points</li><li>➤ Text understanding</li></ul>
	Class 2	<ul style="list-style-type: none"><li>➤ Learn to Know (Passage Two)</li><li>➤ Circumstance for Listening</li></ul>	<ul style="list-style-type: none"><li>➤ Production management methods and models</li><li>➤ Text understanding</li><li>➤ Listening comprehension</li></ul>
	Class 3	<ul style="list-style-type: none"><li>➤ Circumstance for Speaking</li><li>➤ Extension</li></ul>	<ul style="list-style-type: none"><li>➤ Oral English in working place</li><li>➤ Communication, presentation and discussion</li></ul>
Assignment	After-class	<ul style="list-style-type: none"><li>➤ After-class Snack</li></ul>	<ul style="list-style-type: none"><li>➤ Job description of production manager</li><li>➤ Listening &amp; speaking</li></ul>



## Unit 6

### Lecturing References

#### 1. Product Management

Product management is an organizational lifecycle function within a company dealing with the planning, forecasting, or marketing of a product or products at all stages of the product lifecycle.

The role consists of product development and product marketing, which are different (yet complementary) efforts, with the objective of maximizing sales revenues, market share, and profit margins. The product manager is often responsible for analyzing market conditions and defining features or functions of a product. The role of product management spans many activities from strategic to tactical and varies based on the organizational structure of the company. Product management can be a function separate on its own, or a member of marketing or engineering.

While involved with the entire product lifecycle, the product management's main focus is on driving new product development. According to the Product Development and Management Association (PDMA), superior and differentiated new products — ones that deliver unique benefits and superior value to the customer — are the number one driver of success and product profitability.

Depending on the company size and history, product management has a variety of functions and roles. Sometimes there is a product manager, and sometimes the role of product manager is shared by other roles. Frequently there is Profit and Loss (P&L) responsibility as a key metric for evaluating product manager performance. In some companies, the product management function is the hub of many other activities around the product. In others, it is one of many things that need to happen to bring a product to market and actively monitor and manage it in-market.

Product management often serves an inter-disciplinary role, bridging gaps within the company between teams of different expertise, most notably between engineering-oriented teams and commercially oriented teams. For example, product managers often translate business objectives set for a product by Marketing or Sales into engineering requirements. Conversely they may work to explain the capabilities and limitations of the finished product back to Marketing and Sales. Product Managers may also have one or more direct reports who manage operational tasks and/or a Change Manager who can oversee new initiatives.

[http://en.wikipedia.org/wiki/Production\\_Management](http://en.wikipedia.org/wiki/Production_Management)



# Production Management

## 2. Production Planning

Production planning is the function of establishing an overall level of output, called the production plan. The process also includes any other activities needed to satisfy current planned levels of sales, while meeting the firm's general objectives regarding profit, productivity, lead times, and customer satisfaction, as expressed in the overall business plan. The managerial objective of production planning is to develop an integrated game plan where the operations portion is the production plan. This production plan, then, should link the firm's strategic goals to operations (the production function) as well as coordinating operations with sales objectives, resource availability, and financial budgets.

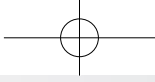
The production-planning process requires the comparison of sales requirements and production capabilities and the inclusion of budgets, pro forma financial statements, and supporting plans for materials and workforce requirements, as well as the production plan itself. A primary purpose of the production plan is to establish production rates that will achieve management's objective of satisfying customer demand. Demand satisfaction could be accomplished through the maintaining, raising, or lowering of inventories or backlogs, while keeping the workforce relatively stable. If the firm has implemented a just-in-time philosophy, the firm would utilize a chase strategy, which would mean satisfying customer demand while keeping inventories at a minimum level.

Production planning establishes the basic objectives for work in each of the major functions. It should be based on the best tradeoffs for the firm as a whole, weighing sales and marketing objectives, manufacturing's cost, scheduling and inventory objectives, and the firm's financial objectives. All these must be integrated with the strategic view of where the company wants to go.

The production-planning process typically begins with an updated sales forecast covering the next 6 to 18 months. Any desired increase or decrease in inventory or backlog levels can be added or subtracted, resulting in the production plan. However, the production plan is not a forecast of demand. It is planned production, stated on an aggregate basis. An effective production-planning process will typically utilize explicit time fences for when the aggregate plan can be changed (increased or decreased). Also, there may be constraints on the degree of change (amount of increase or decrease).

The production plan also provides direct communication and consistent dialogue between the operations function and upper management, as well as between operations and the firm's other functions.

<http://www.referenceforbusiness.com/management/Or-Pr/Production-Planning-and-Scheduling.html>



## Unit 6

### 3. Production Management Techniques

If your business is built around the creation of a product, managing the manufacture of that item dictates the degree of success your business enjoys. Understanding a variety of production management techniques gives you a toolbox for approaching bottlenecks and improvements. Even if you run a small business, understanding methodologies used by major manufacturers may benefit your company.

#### ★ Definition

Production management covers the planning and implementation of the entire production process, from the order of raw materials to delivery to the client. Any decisions you make for your business within these bounds is an element of production management. As a small business owner, you focus on problem-solving, efficiency of production and quality of products. Production management systems abound. Most businesses build around one system while drawing on elements of others, creating a custom blend that suits their market and clients.

#### ★ Materials Requirement Planning

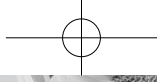
A given quantity of finished goods requires a given quantity of raw materials and components to make them. Materials requirement planning systems are computerized tools that manage when materials must be ordered to supply production at a later date. MRP is effective when output quantities are known. Small business owners are often their own MRP systems, storing the information needed to supply production in their knowledge and experience. Activities such as computer tracking inventory and forecasting demand are MRP activities.

#### ★ Just-In-Time

Just-in-time, or lean manufacturing, is a production management philosophy built around the continuous reduction of waste. It is suited for businesses where production efficiency is key. Anything that interferes with productivity is waste and, therefore, the enemy under JIT systems. Techniques that support JIT philosophy include reducing inbound inventory by creating supplier delivery schedules, minimizing outbound stock with customer delivery schedules and constant work in-house reducing scrap material and wasted man-hours. These techniques improve cash flow and maximize sales margins.

#### ★ Flow Control

Flow control, also called optimized production technology, focuses on the efficient flow of material through the production process. The philosophy of flow control focuses on bottlenecks. For example, an owner using flow control will not buy a machine capable of 1,000 units an hour if supply is only 500 units. Examine systems and determine where lowest



## Production Management

flow is experienced, then address that point and make sure it operates at full capacity. Flow control applies well where maximum productivity is required.

<http://smallbusiness.chron.com/production-management-techniques-45200.html>

### 4. Production Safety Law of the People's Republic of China

#### Chapter I General Principles

Article 1: The present law has been enacted for the purpose of strengthening the supervision and administration of production safety, preventing and reducing safety accidents, defending the safety of life and property of the masses, and promoting the development of economy.

Article 2: The present law shall be applicable to the production safety of the entities that is engaged in to the production and business operation activities within the territory of the People's Republic of China (hereinafter referred to as the production and business operation entities). Where there are different provisions in laws or administrative regulations concerning the safety of fire control, road traffic and transportation, railway transportation, water transportation, civil air transportation, etc., such provisions shall be applied.

Article 3: For the administration of production safety, the guidelines of "safety first, focus on prevention" shall be observed.

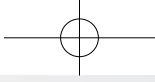
Article 4: The production and business operation entities shall observe the present law and other relevant laws, regulations concerning the production safety, strengthen the administration of production safety, establish and perfect the system of responsibility for production safety, perfect the conditions for safe production, and ensure the safety in production.

Article 5: The major person-in-charge of the production and business operation entities shall take charge of the overall work of the production safety of the entity concerned.

Article 6: The employees of the production and business operation entities have the right to production safety according to law, and shall also be obliged to perform their obligations regarding to production safety.

Article 7: The trade unions shall organize the workers to participate in the democratic management and supervision of the production safety of the entity where they work so as to safeguard the lawful rights and interests of the workers in production safety.

<http://www.lawinfochina.com/display.aspx?lib=law&id=2387&CGid=>



## Unit 6

### 5. Key Principles of Effective Product Cost Management

Traditionally, product cost management (PCM) has been performed by cost engineering experts, or by Value Analysis/Value Engineering (VAVE) team members who specialize in cost reduction and/or support core business functions. These resources typically have strong manufacturing backgrounds and may have worked as a supplier quote estimator. Their expertise is unique and their domain knowledge builds over time, but it is extremely difficult to duplicate and scale across products in a large organization.

Effective PCM requires a set of systematic activities, processes, and tools for use throughout the enterprise to guide the above decisions to the lowest possible costs. This enables manufacturing organizations to attack cost at the point of origin and yield the greatest impact on product cost reduction.

#### ★ Core Cost Management Activities

- Studying the cost tradeoffs of different concept designs in the R&D stage
- Evaluating multiple design alternatives for lowest cost during NPI
- Evaluating the cost of proposed solutions to an engineering change order
- Evaluating multiple manufacturing and tooling alternatives for lowest cost, including make vs. buy analysis
- Generating a detailed “should cost” to validate supplier quotes and ensure lowest pricing
- Batch analyzing current prices of entire commodity groups to find over-cost outliers
- Evaluating multiple cost-down ideas on current products in real-time to identify the highest potential reduction in the shortest amount of time

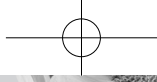
#### ★ Cost Management Processes

The core activities above fit into various functions and processes over a product's life cycle and include key Cost Control Points during the overall development process. These are measurable, managed checkpoints that dictate where and when people should perform the activities outlined above. The output and results of these activities build on each other throughout the product development lifecycle.

#### ★ Cost Management Tools

Effective PCM is also enabled by putting the proper tools in the hands of anyone that impacts product cost. These tools help assess true product costs at a detailed level at any stage and enable people to act on the appropriate opportunities to reduce costs.

<http://www.industryweek.com/companies-amp-executives/key-principles-effective-product-cost-management>



# Production Management

## Lecturing Hints

### I Starter

Aims	1. To enhance students' critical thinking.
	2. To improve students' ability in communication and listening.
	3. To arouse students' interest.
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to list three important factors in the process of production.
	2. Ask students to give some aspects that production design depends on.
	3. Ask students to fill in the blanks with the exact words they have heard.

#### Keys:

A. Please list three important factors in the process of production.

Open answers.

B. Please give some aspects that production design depends on. You may use the following information.

Open answers.

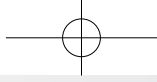
C. Please fill in the blanks with the exact words you have heard.

#### Script:

#### Lenovo's New Production Plan

Apple Inc. isn't the only company planning to produce some of its 1. personal computers in the U.S. China's Lenovo Group Ltd. said in October that it will start manufacturing some PCs in North Carolina next year.

For both Apple and Lenovo, U.S. production could have a positive 2. impact on their reputation and 3. brand image at a time when most gadgets sold in the U.S. are manufactured abroad. Apple and its foreign subcontractors have come under scrutiny by international 4. labor groups over the workers' conditions, particularly in China. Lenovo, which acquired International Business Machine Corp. IBM's PC business in 2005, is struggling to raise its brand profile among U.S. consumers.



## Unit 6

Gerry Smith, Lenovo's head of 5. global supply chain, said in an interview with *The Wall Street Journal* in October that the decision to make PCs in the U.S. was part of the company's broader efforts to localize its production in each major market.

## II Learn to Know

Read the following two passages, and then finish the tasks.

Aims	1. To give students general introduction about production management.
	2. To acquaint students with production management methods and models.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises

### Passage One

参考译文:

#### 生产管理

生产管理, 又称运营管理, 它通过规划和控制工业生产过程, 确保工业生产在要求的水平上顺利进行。生产管理不仅应用于服务业, 也应用于制造业。生产管理的职责在级别和范围上与营销管理、人力资源管理和财务管理相似。制造业的生产管理包括产品和过程的设计、生产力和质量的计划和控制、劳动力的组织和监督。生产管理的职责可以用五个“M”来总结: 即人、机器、方法、原材料和资金。

#### 确定所需的人力资源

“人”指的是在操作系统中的人力资源因素。正确的人员在正确的工作岗位必然会提升企业的效力和效率。即使在自动化时代, 任何组织都得依靠人力资源。因为绝大多数的生产人员都在生产商品的一线工作, 生产经理必须懂得如何安排、监督和激励团队员工。

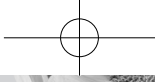
“人员管理”是生产管理中最重要的一步之一。

#### 选择生产设备和方法

生产管理者还必须负责选择公司生产的机器和方法。首先要选择用于制造产品或者服务的设备和技术, 然后规划和控制使用这些设备的方法和程序。生产过程的灵活性和员工对机器设备及流程安排的适应性是这个阶段的生产管理非常重要的问题。

#### 调控原材料和质量

生产管理者负责管理生产材料, 包括对生产流程的管理——涉及原材料和生产信息的调控。资源周转和数据流动的顺畅性很大程度上取决于产品设计和生产过程中管理者所做的基本选择。生产管理者还需要严格维持质量标准, 确保在生产过程中没有失误。



# Production Management

## 实施生产成本管理

生产管理者之所以密切关注资金，是因为融资和资产的利用率对大多数制造企业是很重要的。如果生产管理者允许过多的库存建立或为达到一定水平的生产、运行稳定，而牺牲良好的客户服务和按时交货，则会冒着过度投资、高成本的风险，也将彻底摧毁已经获得的暂时性优势。

Task 1. Mark (√) the words you know and search for other words from dictionary.

Keys: Open answers.

Task 2. Mark T (True) or F (False) for each sentence.

Keys: 1. F 2. T 3. F 4. T 5. F

## Passage Two

参考译文：

### 生产管理的方法和模式

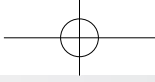
由于特定生产操作的巨大复杂性和可能产生的无限变化，一种富有成效的定量管理法应运而生，被用于解决生产管理的问题。这些管理技巧大多出自工业管理学、运筹学和系统工程学。这些领域的专家们越来越多地使用电脑和信息加工程序来解决生产问题。比如大量工人、大量库存和生产操作中大量工作过程的统计问题。下表总结了生产管理的一些重要方面。

生产管理总表				
	过程	库存	检查	费用
观察	测量输出率；记录停机时间	记录库存水平	检查材料和零部件	收集成本数据
分析	将过程与计划对比	分析在不同时间和不同用途下对库存的需求	估算流程功能	计算和估测成本
完善	推进产品进入市场	发行生产和采购订单	发起全面检查；调整进程	调整产品的销售价格
评估	评估生产能力和维修计划	拟定补充策略和库存系统	重新评估规格；改善流程和程序	评估生产经济学；完善数据

如表所示，生产经理必须计划和控制生产过程，使生产在所需的水平产出商品，同时也满足成本和质量目标。

生产过程管理有两个目的：一是确保生产操作按照计划进行，二是对生产计划进行不断的监督和评估，以确认是否要对产品的设计进行修改，从而更好地实现产品生产的成本、质量、交付、适应性等其他目标。

库存管理是生产管理的另一个重要方面。库存管理包括原材料、原件、在制品、制成



## Unit 6

品、包装与包装材料以及一般性补给的管理。成功的库存管理还包括解决在不同物品在不同地方的库存问题。这种管理对于公司的竞争成功起着关键性作用。

为搞好人工成本的管理，管理者必须首先估算在生产产品过程中所需要的工人种类和人数，再制定良好、有效的方法来完成必要的生产任务。

机器设备的有效管理备取决于每台机器对其特定任务的适用性、机器使用的程度、最佳运行条件和机械或电子控制的程度。

**Task 3.** Identify the paragraph marked with letter from which the statement is derived.

**Keys:** 1. c                      2. f                      3. a                      4. d                      5. b

**Task 4.** Discuss the following questions with your partner.

**Keys:** Open answers.

### III Circumstance for Listening

**Listen to three recordings and then finish the tasks.**

<b>Aims</b>	1. To improve students listening comprehension.
	2. To acquaint students with common circumstances in production management
<b>Tasks</b>	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
<b>Procedure</b>	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.

**Task 1** Michel, a production manager, is giving a lecture on the benefits of efficient production management. Mark (√) the information mentioned in the recording.

#### **Script:**

Production management is a process of planning, organizing, directing and controlling the activities of the production. The efficient production management will give benefits to the various sections of the society. They are:

- ★ Consumers benefit from improved industrial productivity and increased use value in the product. Products are available to them at right place, at right price, at right time, in desired quantity and of desired quality.
- ★ Investors get increased security for their investments, adequate market returns, and creditability and good image in the society.



## Production Management

- ★ Employees get adequate wages, job security, improved working conditions and increased personal and job satisfaction.
- ★ Suppliers get confidence in management and their bills can be realized without any delay.
- ★ Community enjoys benefits from economic and social stability.
- ★ The nation will achieve prospects and security because of increased productivity and healthy industrial atmosphere.

**Keys:** (✓) 1.            (✓) 3.            (✓) 7.            (✓) 8.

**Task 2** Grace and Lester are talking about production problems. Listen and choose the correct answers.

**Script:**

Grace: We're going to have a discussion about the production budget for our new products

Lester: OK! What's the matter with the budget?

Grace: Well, it seems that we underestimated the costs. According to the factory, it will cost about eight percent more than initially projected.

Lester: Let me see... Look at this, if my calculations are correct, we are about three thousand dollars over budget.

Grace: That's right. It's going to cost about three thousand more to complete the first order.

Lester: I see.

Grace: But if sales go as well as they should, that's still well within our profit margin. Proceeds from sales of the first order will easily cover the cost of the second order.

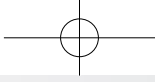
Lester: In other words, you only need a budget increase for the first order.

Grace: Exactly. After that, the product should finance itself.

Lester: OK. Well, you know, all major budget decisions must be approved by our CEO and the financial officer.

Grace: Yes, I know. But you are the production manager, I thought that if I could get your support first, it might make getting approval easier.

Lester: Well, you've got my support on this. I'll see what I can do to get the top brass to agree.



## Unit 6

**Keys:** 1. B 2. D 3. B 4. A 5. C



**Task 3.** Paul shows Mr. Johnson around their production line and introduces their new product. Listen and fill in the blanks with the exact words you hear.

**Keys:**

*Paul (production manager)*

*Johnson (client representative)*

Paul: Good Morning! Mr. Johnson. I'm Paul Smith, Production manager of ABC Company. I take great honor to show you around our 1. production line, and explain the 2. operation as we go along. Please feel free to ask questions at any point during our tour, I'll be happy to answer questions for you.

Johnson: That'll be most 3. helpful. Thanks, Paul.

Paul: This way please, Mr. Johnson. Here is our 4. main plant. We will take about twenty minutes to 5. go through.

Johnson: OK! Paul, what's this?

Paul: This is our new product— J 7 mobile telephone. Would you like to know more about it?

Johnson: Yes, I would. What does this button here do?

Paul: That button is for our call 6. screening function. It allows you to identify the caller before you answer the call.

Johnson: What else can you tell me about this phone?

Paul: This special phone utilizes state-of-the-art technology to bring you several 7. unique functions.

Johnson: So, what are the unique functions?

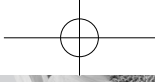
Paul: Oh, for example, If you are outside of your service area, this cell phone can still receive messages.

Johnson: No kidding?

Paul: In addition to that, it has a vibration feature that will let you know when you have a call if you don't want the ringing sound to 8. interrupt important meetings. Here is our 9. brochure with all the details.

Johnson: That's fantastic! Paul, let's go on to take a look at your 10. laboratory.

Paul: Okay.



## Production Management

### IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students oral English.
	2. To acquaint students with common circumstances in production management.
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groups
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of flow production.
	3. Ask students to make a presentation according to the clues given below.



Task 1. Role-play

**Keys:** Answer omitted.



Task 2. Debate the pros and cons of flow production.

**Keys:** Answer omitted.

Task 3. Make a presentation according to the clues given below.

**Keys:** Answer omitted.

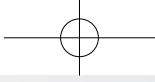
### V Extension

Aims	1. To expand students vision about production management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

**Keys:**

A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. Don't strive merely for quantity of production.
2. Production manager not only concerns functionality of product or service but also their costs product/service costs.
3. We have succeeded in speeding up the production rate in the last few months.



## Unit 6

4. These measures are needed for both production management and research.
5. The basic task in operations is to take inputs in the form of resources and convert them into output in the form of products and service.
6. We must ensure safe development by strengthening management and oversight of work safety and taking effective measures to prevent serious or exceptionally serious accidents.
7. The bottom line is that you need to try different productivity systems to see which of them fits you well.
8. Our company has advanced manufacturing facilities and techniques.
9. Given the high level of costs involved, the operations function also has a prime role in managing the money flow.
10. This long strike has upset the tempo of production.



**B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.**

### Conversation 1

#### Script:

*Man (boss)*

*Woman (production manager)*

M: Let's move to the last question of our production management.

W: OK, Shall we discuss the packing?

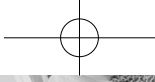
M: Yes. You know, a well-designed package helps sell the goods, so the products must not only be superior in quality, but also attractive in appearance. Therefore, packing management is essential for us.

W: I agree. We have made a lot of improvement in packing. The new samples are displayed in the showroom. I think you will find the new packing beautiful and quite well-done.

M: Quite good. The beautiful design and bright color are just the European taste. How are you going to pack our blouses?

W: We are going to pack them in boxes with a colored picture of the blouse on it. Inside we'll use a transparent poly bag for the blouse ready for the window show. You'll see that the blouses will appeal to the eye as well as to the purse.

M: Wonderful.



# Production Management



**Keys:**

( 1 )

( 3 )

( 4 )

( 2 )

## Conversation 2

**Script:**

*Man (safety supervisor)*

*Woman (production manager)*

M: Hi, I am Gordon from security department. I am here to make sure your production is all as safe as possible.

W: Thanks. I agree it is better to be safe than sorry. In order to enhance our safety control, our company has established specialized safety administration rules, and has taken reliable safety measures. Moreover, we have accepted the supervision and administration lawfully carried out by relevant administrative departments.

M: Good! Have you checked your extinguishers and fire detectors this month?

W: Yes Sir, we check them once a month.

M: Great. Have you practiced an evacuation plan?

W: What is an evacuation plan?

M: That is a plan for every employee of the production line to walk quickly out of the building in case of an emergency.

W: I will talk to the boss about making an evacuation plan.

M: Just remember, don't smoke inside, and always think safety first.

W: Yes, safety first.



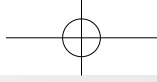
**Keys:**

( 3 )

( 2 )

( 4 )

( 1 )



## Unit 6

### VI After-class Snack

Aims	1. To help students review the main ideas of production management.
	2. To acquaint students with the responsibilities of a production manager.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some successful cases of production management through the Internet.
	3. Ask students to make a presentation according to the clues given below.

A. Fill out the form with the information you have heard.

#### Script:

#### Production Manager

A production manager is essential for helping to plan, organize, coordinate and control production within an organization. The main duty is to ensure that goods and services are produced efficiently and are of correct quantity, quality and cost.

#### Main Job Tasks and Responsibilities

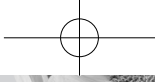
- ★ Plan a production schedule for the job.
- ★ Manage human and material resources to meet production targets.
- ★ Make decisions about equipment use, maintenance, modification and procurement.
- ★ Monitor quality standards of products.
- ★ Ensure implementation and adherence to health and safety procedures.
- ★ Estimate production costs and implement cost-control programs.

#### Education and Experience

- ★ Usually require a college degree.
- ★ Knowledge and experience in production and manufacturing processes and techniques
- ★ Knowledge of quality systems and standards
- ★ Knowledge of health and safety standards and compliance
- ★ knowledge of business, finance and management principles

#### Key Competencies

- ★ Critical thinking and problem-solving skills
- ★ Co-ordination and control



# Production Management

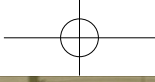
- Keys:**
- |                     |              |             |
|---------------------|--------------|-------------|
| 1. coordinate       | 2. schedule  | 3. material |
| 4. equipment        | 5. standards | 6. safety   |
| 7. manufacturing    | 8. systems   | 9. finance  |
| 10. problem solving |              |             |

B. Search and list some successful cases of production management through the Internet.

Answer omitted.

C. Make a presentation according to the clues given below.

Answer omitted.



Unit

7

# Research and Development Management

## Teaching Arrangement

Unit 7		R&D Management	
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"><li>➤ Grasp basic cognition about R&amp;D management</li><li>➤ Be able to list the main responsibilities of R&amp;D management</li><li>➤ Be able to list the core qualifications of a R&amp;D manager</li></ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"><li>➤ Starter</li><li>➤ Learn to Know ( Passage One)</li></ul>	<ul style="list-style-type: none"><li>➤ Main duties of R&amp;D management</li><li>➤ Language points</li><li>➤ Text understanding</li></ul>
	Class 2	<ul style="list-style-type: none"><li>➤ Learn to Know (Passage Two)</li><li>➤ Circumstance for Listening</li></ul>	<ul style="list-style-type: none"><li>➤ Necessary qualifications of R&amp;D manager</li><li>➤ Text understanding</li><li>➤ Listening comprehension</li></ul>
	Class 3	<ul style="list-style-type: none"><li>➤ Circumstance for Speaking</li><li>➤ Extension</li></ul>	<ul style="list-style-type: none"><li>➤ Oral English in working place</li><li>➤ Communication, presentation and discussion</li></ul>
Assignment	After-class	<ul style="list-style-type: none"><li>➤ After-class Snack</li></ul>	<ul style="list-style-type: none"><li>➤ R&amp;D management profile</li><li>➤ Listening &amp; speaking</li></ul>



# Research and Development Management

## Lecturing References

### 1. How to Raise Money for R&D

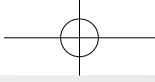
Research and development investigates how to improve existing products or services or create new ones altogether, essential when it comes to executing a new or improved idea or product into the marketplace. The research component generates knowledge while the development phase renders findings into a new or improved product or service. Individuals or new businesses will typically need money in the form of investments, angel funding or grants in order to begin this process.

You'll need to start with a solid business plan when raising money for research and development. The strongest business plans will contain estimations of expected income as it relates to your product or service once it reaches the marketplace. It's also a good idea to include information regarding technology and potential future products within the context of R&D.

Sourcing money for R&D isn't easy, considering most investors want a proven product with verifiable sales before risking their money. That doesn't mean a promising idea can't be properly funded, however. To make the most of your efforts, you must be specific in how you will use money for R&D. Describing your efforts in generic terms is typically unacceptable. Use precise terms to maximize your funding considerations. Break down your research and development ideas into steps to clearly articulate how money will be spent during this phase and what results are to be expected, such as the development of a prototype or initial approval by regulatory agencies. Look to universities, enterprise sponsors and grants for funding at this stage.

Once you have secured any kind of funding, try raising additional money for R&D with the help of venture capitalists that are interested in your industry. Start with local investors first. Local VCs are hands-on and can lead to greater opportunities if additional funding is secured. Always research your VC first by looking at past projects and pitching your idea to only those with a relevant background in your industry. Check to see if the VC has an investor group associated with funding – if it doesn't, the deal may take longer than expected to fund. It may be a good idea to stick with VCs that have an investor group to ensure quicker disbursement of funding.

[http://www.ehow.com/info\\_12303736\\_raise-money-rd.html](http://www.ehow.com/info_12303736_raise-money-rd.html)



# Unit 7

## 2. Global R&D Management

Global R&D management is the discipline of designing and leading R&D processes globally, i.e. across borders, in multi-cultural and multi-lingual settings, and cutting across multiple time zones. In addition, managing R&D organizations, and ensuring smooth transfer of new know-how and technology to other groups or departments involved in innovation. Global R&D teams trade the benefits of collocation and centralization with the benefits of local responsiveness, local insight and global synergy.

Global R&D management today benefits the automotive, aerospace, medical, software and video game industries, among many others. In order for companies to achieve their objectives of a timely and cost-effective product development it often requires seeking resources outside the company confines. This can range from outsourcing non-core activities to co-development and collaboration.

Industrial R&D has globalized since the 1950s, when e.g. the US company IBM started a research center in Europe, but it was not before the 1990s that global R&D reached noteworthy proportions in any firm. Access to local technology, access to local markets, and merger and acquisitions of parent companies led to a dispersion of R&D activities worldwide. Various estimates now put the average internationalization of R&D at 10% to more than 50%. Great variances among companies even within the same industry exist, indicating that there is no single normative strategy to determine the dispersion or globalization of R&D.

Global R&D Management requires that engineers, scientists and managers be trained for competence in cross-cultural communication, a skill not often taught in engineering schools. Practical Books on the topic include as *Cross-Cultural Dialogues: 74 Brief Encounters with Cultural Difference* by Craig Storti. Practical workshops on communication with India are offered by Amritt, Inc and on China by Ionis International.

[http://en.wikipedia.org/wiki/Global\\_R%26D\\_management](http://en.wikipedia.org/wiki/Global_R%26D_management)

## 3. Business Intelligence and Innovation Analytics

Many companies celebrate their commitment to the promise of innovation, but very few can articulate the financial or economic impact it has on their business. The promise of “big data” is ubiquitous, yet companies don’t know how to utilize data to harvest insights and drive better decision making.

Kalypso’s Business Intelligence and Innovation Analytics practice helps organizations measure, manage and increase the value of innovation. By aligning innovation performance to strategy, companies can develop a more informed, action-oriented decision making process to achieve better results.



# Research and Development Management

The business-driven perspective helps organizations run innovation like a business, focusing on results and enabling organizational accountability. Our team provides a holistic approach to improving innovation performance and results by developing business intelligence strategy, implementing enabling technology, and instituting organizational change and adoption.

<http://kalypso.com/capabilities/business-intelligence-innovation-analytics>

## 4. R&D Management in Automotive Industry

Energy efficiency, platforms like AUTOSAR, IP based car networking, and global standards like the ISO 26262 are the current main drivers of innovation and change in the Automotive industry. Software-intensive systems as used in automobiles, aircraft, medical, transportation, utilities and industrial automation deliver today 50-70 percent of the value of these solutions, and this will further grow.

R&D Management practice provides a strategic cross-functional approach that identifies and integrates critical management functions, processes, alliances, tools, and metrics that are crucial to developing an R&D organization that cultivates success.

We start with an organization assessment and benchmarks your organization's performance in each of the R&D functions. Our team then develops a strategic roadmap of the improvement areas for each of these functions, detailing the Process, Tools, Organization and Metrics for each to operate successfully.

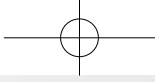
<http://www.ardmc.com/home/consulting-services/r-d-management>

## 5. Checklist for Introducing a New Product

Introducing a new product is not an easy task. Companies often spend large sums of money to ensure the proper steps are taken before launching a new product into the open market. Steps such as market research, product testing and developing a sound marketing strategy are all critical to the successful launch of a new product.

### ★ Market Research

Market research should always be the first step before introducing a new product. Research can be conducted by gathering information from potential customers via surveys or online polls. This helps solidify whether a product has a place within the market. Also, gathering sales and production statistics from similar products can help make decisions in regards to distribution and pricing.



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### ★ Product Testing

With a prototype product in place, testing the product at a public level is critical to determining if any modifications or improvements will need to be made before launching the product into full-scale production. Depending on the product, these tests can be conducted by market-research companies or by demoing the product at public trade shows to gather public opinions.

### ★ Distribution

Choosing a distribution company is key to launching a successful product. The chosen distribution home should fully support the product, be able to meet the potential supply and demand, and operate at a cost that ensures the company will be able to place the product at a price point that consumers are satisfied with.

### ★ Price Point

Often it is wise to offer a special “sale” or lower price when launching a new product. This may initially result in a lack of profit, but often helps create a sufficient return-customer base when reinstating the original price to the product.

### ★ Product Training

Consumers are more likely to purchase a product that the retail staff is knowledgeable about. The retailer that will be carrying a new product should be given sufficient product training. This will ensure that customers receive the proper knowledge about the product in order to make an informed purchase.

### ★ Marketing the Product

A sound marketing plan to support the product’s launch is the final — and the most critical — step. A top-notch marketing plan should include advertising via trade shows, promotional literature, technical literature, product sampling, promotional incentives, website and online banner ads. While marketing is a critical step, it must be in sync with the other steps to ensure a successful launch.

[http://www.ehow.com/list\\_6782668\\_checklist-introducing-new-product.html](http://www.ehow.com/list_6782668_checklist-introducing-new-product.html)



# Research and Development Management

## Lecturing Hints

### I Starter

Aims	1. To enhance students' critical thinking.
	2. To improve students' ability in communication and listening.
	3. To arouse students' interest.
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to list three organizations with excellent R&D performance.
	2. Ask students to pick out the most important activities of R&D management and state the reasons.
	3. Ask students to listen to a passage about R&D management and fill in the blanks

#### Keys:

A. Please list three organizations with excellent R&D performance.

Open answers.

B. Please pick out the most important activities of R&D management and state your reasons.

Open answers.

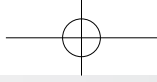
C. Please fill in the blanks with the exact words you have heard.

#### Script:

#### Creating and Capturing Value Through Innovation

R&D is becoming leaner, innovation processes have been sped up, patent numbers are still increasing every year, but top executives ask themselves: Is there really 1. an increase in value for the firm?

The core task of R&D management and innovators is to create and capture value. But this becomes more and more difficult as the globalization of technology, R&D and markets 2. speed up the diffusion process including the attraction of imitators. Management has to address the reasons why innovation drops down. The basic questions for innovation 3. researcher remain the same, but the answers have changed. Some of the key topics in the future remain: globalization of R&D and innovation, virtualization of innovation teams, and



## Unit 7

crowd sourcing create totally new 4. challenges for management. How to keep the spark of creativity? How to capture the innovation output? In what ways can IP – as the new currency in the 5. knowledge economy – be externally commercialized? In more and more firms, R&D is also no longer limited to technology. The area of business innovation has just begun.

## II Learn to Know

Read the following two passages and then finish the tasks.

Aims	1. To give students the general introduction about R&D management.
	2. To acquaint students with details of responsibilities and duties of R&D management.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises

### Passage One

参考译文:

#### 研发管理职责

研究与开发管理,简称研发管理,在制造部门扮演着一个决策性角色,可以使企业的决策转变为产品,并使其投资收益最大化。研发管理包括许多不同的要素,项目预算、市场调研、研发团队管理是其中最主要的三个。

#### 项目预算

计算项目每一个环节预期的成本。前期预算有利于积极的解决问题而非盲目的花钱。制定项目预算是研发管理的一个至关重要的部分,因其能确保合理投资项目的每一个要素,而不会浪费资金。

#### 市场调研

研究市场需求。研发项目必须寻求更新更完善的方式来满足市场的需求。调研自己部门的客户正在使用哪些其他的产品,这样能带给自己新的创意,也带来了开发全新产品或是提升现有产品的机会。

收集客户反馈的信息。设计一份调查问卷或组建一支核心团队,弄清楚客户对自己产品的功能有什么想说的。可以问一些具体的问题,这样才能为你们的生产团队争取到最有用的信息。调查问卷的答案会帮你的团队发掘产品所有可以改进的地方。



# Research and Development Management

## 研发团队管理

合理管理研发产品能降低失败的风险。细心的管理才能保障团队成员理解他们在整个项目策略中所扮演的角色。团队成员需要了解项目的可用资源与局限性。

把拥有不同专业技能的人都归入自己的团队中，他们能告诉你项目的方方面面该如何进行。例如，会计熟知企业的财务能力，而采购员了解供应品的成本。

**Task 1.** Mark (√) the words you know and search for other words from dictionary.

**Keys:** Open answers.

**Task 2.** Mark T (True) or F (False) for each sentence.

**Keys:** 1. T      2. F      3. F      4. T      5. T

## Passage Two

### 参考译文：

### 如何成为一名研发经理

研发管理重点关注企业新产品或新服务的“研究与开发”。想成为一名研发经理，需要有在研发部门低层工作的丰富经验，同时还要具备高级别的大学学位，或是大学本科学历却兼具更多的工作经验。

以下是帮你投身研发管理职业的一些指导建议。

首先，你在攻读大学学位前，至少要对你有兴趣从事的职业领域有个大概的了解。例如，研发消费品时，营销学的学位就比计算机科学学位更有用。

攻读大学学位，并时刻谨记想要成为一个高度专业化、技术化领域的研发经理，研究生学位是绝对必要的。

此外，你要利用大学的资源参加与你专业相关的研发领域的实习和暑期实践。

然后，你最好能在与你所学专业有关的公司的研发部门底层工作。这样的工作机会可以通过他人介绍，或是参加招聘会，也可以搜索招聘网站的资源。

在研发部门底层努力工作获得提升也是十分必要的，无论这份工作是否能用上你大学里所学的哪些技能。记住，很多公司不会从公司外聘请经理，而是从内部职员中提升。

如果你只是个学士，除了以上几点之外，你还必须具有五年以上的研发经验，并计划重返学校提升自己的管理技能。

当然，最重要的就是在可能的时候，你要让公司里的每一个人都知道你渴望成为一名研发经理。

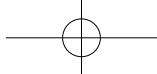
**Task 3.** Identify the paragraph marked with letter from which the statement is derived.

**Keys:** 1. F      2. D      3. C      4. H      5. I

**Task 4.** Discuss the following questions with your partner.

**Keys:** Open answers.





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### III Circumstance for Listening

**Listen to three recordings and then finish the tasks.**

Aims	1. To improve students' listening comprehension.
	2. To acquaint students with common circumstances in R&D management.
Tasks	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.

**Task 1** Vincent, the HR manager in a chemical company, is giving a speech about the qualifications and roles of chemical R&D managers. Mark (✓) the information mentioned in the recording.

#### Script:

Chemical R&D managers generally begin their education with education in chemistry or chemical engineering. Many then add knowledge of other related disciplines, such as life sciences and material sciences as a broad base of knowledge, which is essential to an effective project manager. While an advanced degree is not necessary, opportunities are expected to be best for those with doctoral degrees, who are creative and who remain up to date with emerging research in their fields.

Chemical R&D managers lead a team of scientists and technicians working on a particular project. The manager is responsible for day to day oversight, direction and development of the personnel within his team and may come to be responsible for large or multiple projects.

The role of manager can require longer work hours and more stress than the chemical technical career path, but often pays more and provides more career growth potential.

Most chemical R&D managers work for large companies or the federal government. There is very little opportunity for self employment in this industry, although increasing innovation has provided opportunities for some small and new companies.

**Keys:** (✓) 1. (✓) 3. (✓) 4. (✓) 6. (✓) 8.



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**Task 2** An R&D manager is inquiring about their new mobile phone. Listen and choose the correct answer.

**Script:**

*M (R&D manager)*

*W (R&D staff)*

M: Our shareholders are quite interested in the development of our new mobile phone. How's the project going on?

W: It's exactly running on schedule. We have finished the model yet.

M: That's great. Do you bring it here?

W: Yes, here you are.

M: Well, what does this button here do?

W: That button is for our call screening function. It allows the users to identify the caller before answering the call.

M: What a special design! What else?

W: If the users are outside of their service area, the phone can still receive message.

M: Well done! Anything else?

W: The specially designed system will bring our clients several unique functions. Here is the brochure with all the details.

M: OK, I'll read this carefully later. Then what is your budget for each machine?

W: Our cost will be no more than 110 dollars.

M: That's acceptable. I'm sure they will be satisfied with the design.

**Keys:** 1. B      2. C      3. B      4. C      5. A

**Task 3** Ms. Evans is interviewing Mr. Yang, an R&D manager. Listen and fill in the blanks with the exact words you hear.

**Keys:**

*E (Ms. Evans)*

*Y (Mr. Yang)*

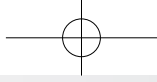
E: Good morning, Mr. Yang. I'm 1. delighted that you can take the interview here today.

Y: Oh, the pleasure is mine, Ms. Evans. I was wondering what information I can share with you.

E: Well, we learned that your company 2. plans to develop a new EBP. Is this real?

Y: Yes, that's 3. our schedule.

E: So, what is EBP?



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- Y: As you probably know, EBP 4. stands for Electronic Book Player. There are many uses.
- E: Could you tell us if the original EBP 5. sold well in the U.S.?
- Y: Yes. ABC Company put the original EBP 6. on the market a year ago, but we have the idea to develop 7. an improved model which we believe will be 8. a big seller in both China and the U.S.
- E: Then in what ways the new EBP is better than the old model?
- Y: First of all, the old model had a rather small 9. screen, so not much information could appear at one time. So on the new model, we'll make the screen much bigger.
- E: It's 10. amazing. I do hope I can get a new EBP soon.
- Y: You certainly will, I promise!

### IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students' oral English.
	2. To acquaint students with common issues in R&D department.
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groupss
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of the need of R&D experience for R&D managers with their partner.
	3. Ask students to make a presentation according to the clues given below.



#### Task 1. Role-play

**Keys:** Answer omitted.



#### Task 2. Debate the pros and cons of the necessity of R&D experience for R&D managers with your partner.

**Keys:** Answer omitted.

#### Task 3. Make a presentation according to the clues given below.

**Keys:** Answer omitted.



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## V Extension

Aims	1. To expand students' vision about R&D management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to express sentences in English.
	2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

### Keys:

#### A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. We hope your design and the color will be strongly attractive to the American people.
2. The Employer shall render correct technical guidance to the personnel.
3. Design not only concerns functionality but also product costs.
4. Product diversification is an important factor in today's increasingly competitive markets.
5. Recently, our enterprise possesses 18 employees who engage in R&D of products.
6. Identifying the key risk factors is becoming increasingly important to R&D project risk management.
7. We own excellent management team, advanced research technology, modern equipment as well as strict quality control system.
8. R&D management should considerate cost and cost-effectiveness.
9. Introducing a proper project R&D management system are helpful for an enterprise to achieve its goals.
10. We can hire IBM for help setting up core functions, including research and development, product development and financial management.



#### B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.

### Conversation 1

#### Script:

Man (R&D manager)

Woman (assistant)

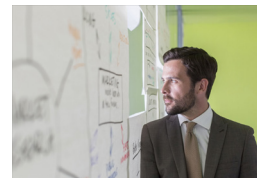
M: Lucy, we are going to have a meeting this Thursday afternoon.

W: You mean the recommendation for our new products?



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M: Yes, it is an important meeting. Please make the necessary preparations for it.  
W: I have already arranged the time and place. What else do you want me to prepare for?  
M: I want to show our customers the design of our new laptop computers. You'd better confirm the copies.  
W: OK, I will. So how about the samples of laptop computers?  
M: No, the R&D staff has only worked out a model. So, bring the model, and that's enough.  
W: Is it on the shelf in your office?  
M: That's it, exactly. By the way, don't forget to invite Mr. Yu. He is very good at marketing.  
W: Mr. Yu, got it. Anything else?  
M: No. That's all.



**Keys:**

( 2 )

( 3 )

( 1 )

( 4 )

### Conversation 2

#### Script:

*Man (R&D manager)*

*Woman (project leader)*

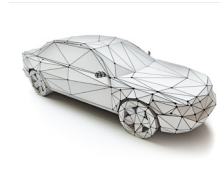
M: Clara, could you stay a few extra minutes to discuss your design of the new car with me?  
W: Sure. A few of the graphic designers are a bit behind in their work because of computer problems. But they've agreed to work over-time until it's finished.  
M: I'm impressed. When is it due?  
W: Well, I suppose Monday morning, just before the R&D conference in the afternoon.  
M: That's right. By the way, what's the fuel consumption of the new car? Have you tested that?  
W: Yes, it's 5 liters per mile.  
M: Wonderful! You have succeeded in solving the biggest problem.  
W: Thanks for saying so.  
M: I know you have a tight schedule, but you and your team need a good rest, say,



# Research and Development Management

some physical exercises.

W: Yes, thank you!



**Keys:**

( 3 )

( 2 )

( 4 )

( 1 )

## VI After-class Snack

Aims	1. To help students review the main ideas of R&D management.
	2. To acquaint students with R&D management.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some popular methods on R&D management through the Internet.
	3. Ask students to make a presentation according to the clues given below.

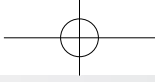
**A. Fill out the form with the information you have heard.**

**Script:**

The R&D Management Conference 2016, with the objective of creating and capturing value through R&D management and innovation, is going to be held in Paris, France from 23<sup>rd</sup> to 25<sup>th</sup> May. The aim of this year's R&D Management Conference is to comprehensively explore how 21st century organizations will create, capture and deliver value.

Papers are welcomed from a broad range of scientific communities and industrial sectors. They should explain the implications and opportunities and advance the theory or practice of R&D and innovation management.

There are four good reasons to attend this conference. Firstly, the meeting will update of what is new in value through R&D management and innovation. Secondly, representative will have the chance to discuss some special issues in peer-reviewed



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journals, such as R&D Management Journal, Prometheus Critical studies in innovation, International Entrepreneurship and Management Journal, International Journal of Technology Management, ect. Thirdly, you can enjoy one of the main achievements in micro and nano technology. And finally, all of you will enjoy the beautiful hi-tech environment of the capital of the French Alps.

- Keys:**
- |                         |                  |                      |
|-------------------------|------------------|----------------------|
| 1. 25 <sup>th</sup> May | 2. Paris, France | 3. capture value     |
| 4. deliver              | 5. opportunities | 6. advance           |
| 7. To update            | 8. journals      | 9. main achievements |
| 10. hi-tech environment |                  |                      |

**B. Search and list some popular organizations specialized in providing suggestions on R&D management through the Internet.**

Answer omitted.

**C. Make a presentation according to the clues given below.**

Answer omitted.

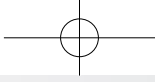
# Unit

# 8

# Information Management

## Teaching Arrangement

Unit 8 Information Management			
Teaching Periods		6 periods	
Teaching Methods		Audio-lingual method & case-study method	
Teaching Aims		<ul style="list-style-type: none"> <li>➤ Grasp basic cognition about information management</li> <li>➤ Be able to learn the important steps of enterprise information management..</li> <li>➤ Be able to know the core functions of information management.</li> </ul>	
Teaching Process		Contents	Learning Focus
	Class 1	<ul style="list-style-type: none"> <li>➤ Starter</li> <li>➤ Learn to Know ( Passage One)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Enterprise Information Management</li> <li>➤ Language points</li> <li>➤ Text understanding</li> </ul>
	Class 2	<ul style="list-style-type: none"> <li>➤ Learn to Know (Passage Two)</li> <li>➤ Circumstance for Listening</li> </ul>	<ul style="list-style-type: none"> <li>➤ Information technology in business management</li> <li>➤ Text understanding</li> <li>➤ Listening comprehension</li> </ul>
	Class 3	<ul style="list-style-type: none"> <li>➤ Circumstance for Speaking</li> <li>➤ Extension</li> </ul>	<ul style="list-style-type: none"> <li>➤ Oral English in working place</li> <li>➤ Communication, presentation and discussion</li> </ul>
Assignment	After-class	<ul style="list-style-type: none"> <li>➤ After-class Snack</li> </ul>	<ul style="list-style-type: none"> <li>➤ Management information systems in business decision making</li> <li>➤ Listening &amp; speaking</li> </ul>



## Unit 8

### Lecturing References

#### 1. What is Information Technology (IT)?

Information technology is the application of computers and telecommunications equipment to store, retrieve, transmit and manipulate data, often in the context of a business or other enterprise. The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones. Several industries are associated with information technology, such as computer hardware, software, electronics, telecom equipment, Internet, semiconductors, e-commerce and computer services.

In a business context, the Information Technology Association of America has defined information technology as “the study, design, development, application, implementation, support or management of computer-based information systems”. The responsibilities of those working in the field include network administration, software development and installation, and the planning and management of an organization’s technology life cycle, by which hardware and software is maintained, upgraded and replaced.

Humans have been storing, retrieving, manipulating and communicating information since the Sumerians in Mesopotamia developed writing in about 3000 BC, but the term information technology in its modern sense first appeared in a 1958 article published in the Harvard Business Review; authors Harold J. Leavitt and Thomas L. Whisler commented that “the new technology does not yet have a single established name. We shall call it information technology (IT).” Based on the storage and processing technologies employed, it is possible to distinguish four distinct phases of IT development: pre-mechanical (3000 BC – 1450 AD), mechanical (1450–1840), electromechanical (1840–1940) and electronic (1940–present). This article focuses on the most recent period (electronic), which began in about 1940.

[http://en.wikipedia.org/wiki/Information\\_Technology#Data\\_storage](http://en.wikipedia.org/wiki/Information_Technology#Data_storage)

#### 2. How Has Information Technology Been Used for Automating Business

Information technology can be roughly defined as using computers and telecommunication systems to store and share information. Businesses use information technology to automate many kinds of tasks, which can save both time and money. Businesses who successfully automate can then use that time and money for other business purposes.



# Information Management

## ★ Email

Businesses use mass emails to disseminate information to employees. For example, the Mail Merge function in Microsoft Outlook can send an email to multiple recipients. Unlike a physical bulletin board in the workplace, businesses can use email to disseminate information to anyone in the world with an Internet connection. Mass emails also save time by avoiding the need to make phone calls on a one-on-one basis when employees are away from the office.

## ★ Customer Service

Some businesses set up an automated help desk to handle customer service. Online customer-service software saves time in much the same way as automated phone systems. However, you can create a complete knowledge base online that is often more helpful than an automated phone system, as there's room to provide highly detailed instructions or tutorials on technical issues. Online customer-service software also typically has a system for submitting support tickets if a customer cannot find an answer in the knowledge base.

## ★ Shopping Carts

Online shopping carts automate the development of a customer database. When a visitor wants to purchase a product online, the shopping cart software automatically takes the order and asks for his personal information. The shopping cart aggregates all customer information into a database which the business can then manage as it sees fit. Web hosts typically provide a shopping cart as part of their hosting packages at no extra charge. Fees for hosting packages start at around \$5 per month, as of the time of publication.

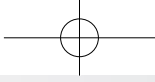
## ★ CRM Software

Software for customer relationship management, or CRM, streamlines the sales process. For example, when a company puts a business prospect into the database, the software can automatically place the prospect into several different databases, such as a schedule for follow-up marketing calls. This saves time on data processing. A company can also provide access to the system to members of the sales staff and management team, which saves time on document sharing and administration.

## ★ ERP Software

Large companies can purchase software for enterprise resource management, or ERP. This software contains different modules designed to handle a particular facet of the business.

<http://smallbusiness.chron.com/information-technology-used-automating-business-processes-34298.html>



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### 3. Business Benefits of Information Technology

Information technology, also known as IT, is a comprehensive term that includes all types of technology used to exchange, store, use or create information. Commonly used information technology equipment includes computers, servers, peripheral devices, Internet connectivity equipment and phone systems. From basic computer terminals to IP-based telephony systems, information technology is an integral part of most modern business operations.

#### ★ Communication

Rapid communications can help increase productivity, allow for better business decision-making and ease a company's expansion into new territories or countries. Email servers, routers, internal company billboards and chat services can serve as the backbone of a company's communications. These electronically based communication systems are used to disseminate routine and critical business information in a quick and efficient manner. IT equipment can be used to send business status reports to executives, to update employees on critical business projects and to connect with business partners and customers.

#### ★ Efficiency

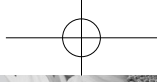
Streamlined work flow systems, shared storage and collaborative work spaces can increase efficiency in a business and allow employees to process a greater level of work in a shorter period of time. Information technology systems can be used to automate routine tasks, to make data analysis easier and to store data in a manner that can easily be retrieved for future use. Technology can also be used to answer customer questions through email, in a real-time chat session or through a telephone routing system that connects a customer to an available customer service agent.

#### ★ Competitive Advantage

Adoption of information technology resources allows companies to maintain a competitive advantage over their rivals. Companies using a first-movers strategy can use information technology to create new products, distance their products from the existing market or enhance their customer services. Companies that follow a low-cost product strategy can look to information technology solutions to reduce their costs through increased productivity and reduced need for employee overhead. Businesses can also build-in information technology to their products that makes it difficult for customers to switch platforms or products.

#### ★ Economic Efficiencies

Companies can harness information technology resources to lower their costs. Using IT infrastructure, redundant tasks can be centralized at one location. For example, a large



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company could centralize their payroll function at one location to lower employee costs. Economic efficiencies can also be realized by migrating high-cost functions into an online environment. Companies can offer email support for customers that may have a lower cost than a live customer support call. Cost savings could also be found through outsourcing opportunities, remote work options and lower-cost communication options.

<http://smallbusiness.chron.com/importance-product-positioning-marketing-plan-24275.html>

## 4. Business Strategies for Information Technology Management

Information technology management is a process companies use that takes advantage of available information technology resources to create competitive business operations. Business owners and managers may struggle to fully implement information technology into their company because of expense, maintenance and upgrade requirements. However, developing information technology management strategies can help company owners and managers find the best ways to use technology to improve their company's operations and standing in the business environment.

### ★ Corporate Strategy

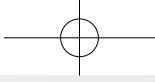
Corporate strategies set the overall direction of a company. Business owners and managers typically determine which economic markets the company will operate in, how the company will acquire resources and how to diversify products in the marketplace. Information technology can help a company achieve these goals, for example, through the use of a website to sell goods or services in markets where the company does not have a presence and by electronically ordering materials from suppliers and using business software to create forecasts for production and sales.

### ★ Business Strategy

Business strategies focus on one division, department or product line in a business. Owners and managers can use information technology to transfer information between departments and integrate activities to cut eliminate needless activities. Many businesses successfully use information technology to improve their internal business functions. Creating and using information technology-based strategies helps owners and managers set goals and objectives and conduct a performance review process to determine how well the company achieves these objectives.

### ★ Functional Strategy

Functional strategies use information technology to focus on the management of specific, daily activities that occur in a business. These strategies help improve accounting, finance, human resources or research and development. Information technology—primarily



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computers, software applications and intranets—allow companies to automate manual processes and improve individual employee output. While this can sound simple in theory, actually putting information technology to work can be complicated, especially for large organizations. Functional strategies attempt to improve a company from the bottom up, using short-term time frames to complete the implementation process.

[http://www.ehow.com/list\\_6897354\\_business-strategies-information-technology-management.html](http://www.ehow.com/list_6897354_business-strategies-information-technology-management.html)

### 5. Database Management System

Database management systems emerged in the 1960s to address the problem of storing and retrieving large amounts of data accurately and quickly. One of the earliest such systems was IBM's Information Management System (IMS), which is still widely deployed more than 40 years later. IMS stores data hierarchically, but in the 1970s Ted Codd proposed an alternative relational storage model based on set theory and predicate logic and the familiar concepts of tables, rows and columns. The first commercially available relational database management system (RDBMS) was available from Oracle in 1980.

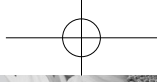
All database management systems consist of a number of components that together allow the data they store to be accessed simultaneously by many users while maintaining its integrity. A characteristic of all databases is that the structure of the data they contain is defined and stored separately from the data itself, in a database schema.

The extensible markup language (XML) has become a popular format for data representation in recent years. Although XML data can be stored in normal file systems, it is commonly held in relational databases to take advantage of their "robust implementation verified by years of both theoretical and practical effort". As an evolution of the Standard Generalized Markup Language (SGML), XML's text-based structure offers the advantage of being both machine and human-readable.

#### Data retrieval

The relational database model introduced a programming-language independent Structured Query Language (SQL), based on relational algebra.

The terms "data" and "information" are not synonymous. Anything stored is data, but it only becomes information when it is organized and presented meaningfully. Most of the world's digital data is unstructured and stored in a variety of different physical format seven within a single organization. Data warehouses began to be developed in the 1980s to integrate these disparate stores. They typically contain data extracted from various sources,



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including external sources such as the Internet, organized in such a way as to facilitate decision support systems (DSS).

[http://en.wikipedia.org/wiki/Information\\_Technology#Data\\_storage](http://en.wikipedia.org/wiki/Information_Technology#Data_storage)

## Lecturing Hints

### I Starter

Aims	1. To enhance students' critical thinking.
	2. To improve students' ability in communication and listening.
	3. To arouse students' interest.
Tasks	1. Students discuss the question in groups.
	2. Students listen to the given passage and finish the exercises.
Procedure	1. Ask students to name three ways to manage your private information.
	2. Ask students to list some benefits of information technology in your daily life.
	3. Ask students to listen to a passage about cyber-security protection and fill in the blanks.

#### Keys:

A. Please list three ways to manage your private information.

Open answers.

B. Please list some benefits of information technology in your daily life. You may use the following information.

Open answers.

C. Please fill in the blanks with the exact words you have heard.

#### Script:

#### Cyber-security Protection

Cyber-security is now a national threat on a par with terrorism, according to top U.S. intelligence officials. According to Alan Paller(founder of cyber-security research and education organization SANS Institute), companies can take the following four actions to immediately improve their cyber-security profiles:

Firstly, inventory authorized and unauthorized 1. hardware: Use active monitoring and



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configuration management to maintain an 2. up-to-date inventory of devices connected to the enterprise network.

Secondly, identify vulnerable or malicious software to relieve or root out 3. attacks: Create a list of authorized software for each type of system, and deploy tools to track software installed and monitor for unauthorized or unnecessary software.

Thirdly, 4. secure configurations for hardware and software on laptops, workstations and servers.

Finally, Continuous vulnerability assessment and remediation: Proactively identify and repair software vulnerabilities reported by security 5. researchers or vendors.

## II Learn to Know

Read the following two passages, and then finish the tasks.

Aims	1. To give students the general introduction about Enterprise Information Management.
	2. To acquaint students with details of information technology in business management.
Tasks	1. Students learn and comprehend the text.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to analyze the texts.
	2. Ask students to finish the exercises.

### Passage One

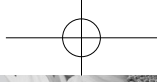
参考译文:

#### 企业信息管理

企业信息管理是信息技术领域广泛使用的一个术语，它主要涉及如何用好现有数据的方法和策略，是一种综合性管理。企业信息管理中，信息技术通过提升企业工作效率，实现生产力最大化来使企业受益。信息技术还能帮助企业实现便捷沟通、电子存储和信息保护。信息技术与计算机运用密切有关，几乎每种工作环境都离不开计算机。由于电脑系统被如此广泛地使用，将信息技术融入贵公司的管理是十分有利的。

#### 存储与保护信息

信息技术建立电子存储系统来保护公司有价值的信息。佩波戴因大学格拉齐亚迪奥发表的商业报告称，确保顾客和病人档案的安全存储对整个企业来说至关重要。存储系统，例如：虚拟金库，为确保信息安全，只允许公司内特定的用户访问、提款、增加或修改文件。科学日报上的一篇文章提到IT安全工程系统可以保护电子信息免遭黑客入侵或者在技



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术性错误中被清除。电子安全工程意味着有价值的信息将不会被侵犯。

### 自动化流程

在商界，人们总是寻求在更短的时间做更多工作的方式。旧金山联邦储备银行在2000年11月发布的简报中称，信息技术能通过开发自动化流程、减轻员工负担来提高公司的运作效率。这样你的员工就能在电脑运行报告、创建查询、跟踪项目和检测金融的时间自由去做其他的工作。

### 远程工作

信息技术系统能让你远程操作公司的电子网络，这样你就能在家或者路上工作。这些都是提高公司生产力的方式，因为你可以人不在办公室就能把工作做好。

### 创造高效的交流

沟通交流在商业活动中至关重要，而信息技术能给你的公司提供进行快速有效沟通和交流的资源。公司的信息技术部门能通过邮件、视频会议设备和网聊天室联系上每一个员工，这样他们就能有效进行商业贸易和沟通交流。

**Task 1.** Mark (✓) the words you know and search for other words from dictionary.

**Keys:** Open answers.

**Task 2.** Mark T (True) or F (False) for each sentence.

**Keys:** 1. T      2. T      3. F      4. T      5. F

## Passage Two

### 参考译文：

### 企业管理中的信息技术

不管运营什么企业，信息技术都是企业管理中不可或缺的部分。不管你是用电脑来存储、转移、检索还是传递信息，你都能在信息技术和电脑应用的帮助下更便捷和有效地管理你的企业。美国小企业管理局建议是应用信息技术和电脑的时候了。

### 信息存储

也许你已经用电脑来存储公司的各项数据了。存货清单、销售额、应收票据和应付款都以表格、办公文档或者类似软件的形式存储在电脑里。会计软件存储着公司工资单的数据、税务信息和公司一些特殊的数据。如果没有这些数据，你工作时将无从下手。你可以在办公室浏览文件时使用信息技术来排除大部分旧的人事工资文件、税收客户文件。有了信息技术你可以少走许多弯路。

### 市场营销

无论是大型还是小型企业，他们在互联网上都是处于同一个竞争平台。在互联网上可以开设网页、发布要求、购买商品、出售货物、甚至在网络上进行整个企业的运作。一个使用信息技术的营销工具就是指一个快速反应器，或者和条形码功能一样的二维码，只是



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二维码是方形的。扫描就能连接到你的网站地址或者你选择的任何信息。你能用你的企业管理技巧去指导你的职员或者承包商去进行网络营销，你也可以选择学习一套新的信息技术。

### 信息时代

无论你是通过看书还是实际经验学习企业管理，你所有的生活都需要更新。互联网就是让你紧跟当代潮流、科学技术、软件和人力资源的一大法宝。你能利用联机数据库和网站寻找潜在的员工，比较保险条例，解决员工问题和查看竞争形势。利用从互联网搜集到的信息来管理公司能让你富有知识并走在时代前沿。

### 沟通渠道

使用电子邮件沟通交流比使用传统的信件投递更为便捷，花费也更少。你能在21世纪用电子邮件与你的客户或顾客谈生意。信息技术能让你通过客户或交流方式来组织电子邮件文件夹，比如订单或者账单。当公司项目完成时，你可以拖拽你的邮件文件来关闭它。你的沟通文件成为关闭文件，放置存储在光盘或系统自动备份的硬盘上。

**Task 3.** Identify the paragraph marked with letter from which the statement is derived.

**Keys:** 1. C 2. E 3. A 4. B 5. D



**Task 4.** Discuss the following questions with your partner.

**Keys:** Open answers.

## III Circumstance for Listening

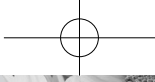
Listen to three recordings and then finish the tasks

Aims	1. To improve students listening comprehension.
	2. To acquaint students with Enterprise Information Management.
Tasks	1. Students listen to conversations.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to mark the information that mentioned.
	2. Ask students to listen and choose the correct answer.
	3. Ask students to listen and fill in the blanks with the exact words they hear.

**Task 1.** Joyce, an IT manager, is giving lecture on what Enterprise Information Management is. Mark (√) the information mentioned in the recording.

### Script:

Enterprise information management is a particular field of interest within information



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technology. It specializes in finding solutions for optimal use of information within organizations, for instance to support decision-making processes or day-to-day operations that require the availability of knowledge. It tries to overcome traditional IT-related barriers to manage information at an enterprise level. Enterprise information management combines business intelligence (BI) and enterprise content management (ECM). Enterprise information management takes these two approaches to managing information one step further, in that it approaches information management from an enterprise perspective. Where BI and ECM respectively manage structured and unstructured information, EIM does not make this “technical” distinction. It approaches the management of information from the perspective of enterprise information strategy, based on the needs of information workers. ECM and BI in a sense choose a denominationalized approach, since they only cover part of the information within an organization. This results in a lack of available information during decision-making processes, market analysis or procedure definition.

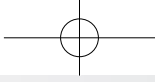
**Keys:** (✓) 1.            (✓) 2.            (✓) 7.            (✓) 8.

**Task 2.** Two employees are talking about the application of information technology in small firms. Listen and choose the correct answer.

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**Script:**

- A: Good afternoon, Lee. How are you doing recently?
- B: Fine. I have taken a training course about Enterprise Information Management this week.
- A: Terrific! Nowadays, information technology is becoming more and more affordable, powerful and accessible. It is even widely used among small firms. Is that right?
- B: Yes, you are right. Empirical evidence shows that the use of information technology to transmit, store and process information in the small firm increases importance over time.
- A: But I don't think all the small firms have developed IT management?
- B: The fact is that although most owner-managers initially believe that IT is important to the running of their business, their belief is not always reflected in performance.
- A: That sounds they still need to make some efforts to get better use of information technology.
- B: Yes. Policy-makers and small business advisers need to educate new entrepreneurs to make the best use of IT in their firm.



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- A: Most firms use IT simply to store accounting information, rather than using IT to model situations or to analyze performance.
- B: Yes. Small business should not only develop an IT system to store, analyze and appraise information, but also ensure that adequate training is provided. Otherwise the costs of implementing an IT-based information system may outweigh the benefits it provides.

**Keys:** 1. A 2. C 3. B 4. C 5. A



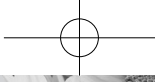
**Task 3.** Two engineers are discussing about business benefits of information technology. Listen and fill in the blanks with the exact words you hear.

**Keys:**

*A (employee)*

*B (IT Manager)*

- A: Hello, Henry. 1. How is your project doing?
- B: I have been studying on how to manage 2. business information recently.
- A: Oh, really? Why you are so interested in that?
- B: I find that information technology is becoming more and more important in modern society. And business also can 3. benefit a lot from it.
- A: That's true. Information technology is an integral part of most modern business operations.
- B: Yes. IT can help businesses minimize geographic communication 4. barriers. In addition, rapid communications can help increase 5. productivity, allow for better business 6. decision-making and ease a company's expansion into new territories or countries.
- A: You mean these communication systems can be used to send 7. routine and critical business information in a quick and efficient manner.
- B: Certainly. Information technology systems also can be used to automate routine tasks, to make data analysis easier and to store data in a manner that can easily be retrieved for the future use.
- A: What other benefits can business get from information technology?
- B: 8. Competitive advantage and economic efficiencies and so on.
- A: Can you explain it to me in detail?
- B: Of course. Companies can use information technology to create new products, distance their products from the existing market or enhance their 9. customer



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services, which can allow companies to maintain a competitive advantage over their rivals.

A: What about economic efficiencies?

B: Awfully sorry, I'm late for the 10. conference at the moment. Shall we talk about it next time?

A: OK. Thank you. I've learnt a lot today.

B: You are welcome. See you later.

A: See you.

## IV Circumstance for Speaking

Practice oral English according to the requirements.

Aims	1. To improve students' oral English.
	2. To acquaint students with information management.
Tasks	1. Students look through the requirement and design their oral show.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to make role-play based on the requirements.
	2. Ask students to debate the pros and cons of information technology in business management.
	3. Ask students to make a presentation according to the clues given below.



**Task 1. Role-play**

**Keys:** Answer omitted.



**Task 2. Debate the pros and cons of information technology in business management.**

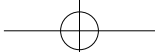
**Keys:** Answer omitted.

**Task 3. Make a presentation according to the clues given below.**

**Keys:** Answer omitted.

## V Extension

Aims	1. To expand students vision about information management.
	2. To practice their comprehensive skills in working place.
Tasks	1. Students look through the requirements.
	2. Students finish the related exercises individually or in groups.



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### Procedure

1. Ask students to express sentences in English.
2. Ask students to listen and sort the pictures based on two conversations and then make dialogues.

### Keys:

#### A. Words in working place. Translate those sentences into English with the words or expressions provided.

1. To manage various worksheets is one of the major tasks in the enterprise information management.
2. At present, information security and structure optimization of workflow management systems draws plenty of research interests.
3. Now, we're living in an information age.
4. Nowadays, business and information technology can be viewed as two cogs of the same wheel.
5. Internet makes the collection, processing and transmission of information more convenient, yet it poses a serious threat to individual privacy.
6. IT resources fall into four groups: application resources, information resources, infrastructure and people.
7. Business management informationization is a kind of objective need to strengthen business market competition.
8. Information retrieval, or simply "search" for short, is now a fairly fundamental field of computer science
9. Information management is the discipline of applying sound management principle to information as a strategic resource of the enterprise.
10. Business and economics have already been remade by digital technology Innovation.

#### B. Conversations in working place. Sort the pictures based on two conversations you hear and then make dialogues.

### Conversation 1

#### Script:

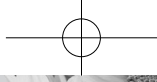
Man (Information Engineer)

Woman (Project Manager)

M: Hi, Lucy. What's wrong with you? You look so anxious.

W: The system crashed when I was surfing on the Internet, and I can do nothing with my computer now!

M: That sounds really seriously! Did you go to any illegal website?



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W: No, But does that matter?

M: Yes, your computer can be easily infected by virus if you do that.

W: I see. I'd better never try. There is much confidential information of our company in it. I don't want them to be hacked or destroyed.

M: That's wise. The consequences of an information breach are severe. For businesses, a breach usually entails huge financial penalties, expensive law suits, loss of reputation and business.

W: Yes, you are right. Well, can you help me with my computer?

M: One minute. Oh, yes, it was infected by a virus, and you had no antivirus software.

W: Is anti-virus software necessary for a computer?

M: Of course. You'd better learn something about it.

W: I'm afraid yes. But what about the data I stored in the computer?

M: Don't worry, it should have been protected automatically. And I take an anti-virus software. Do you want me to install it now?

W: Yes, please. I'll really appreciate that. Thank you!

M: You are welcome.



## Keys:

( 4 )

( 3 )

( 1 )

( 2 )

## Conversation 2

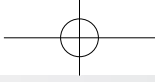
### Script:

*Man (IT manager)*

*Woman (host)*

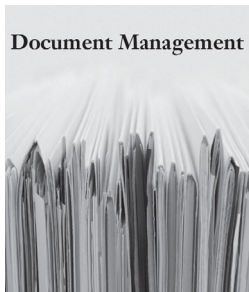
W: Good morning, Mr. Smith. Welcome to our talk show! Nowadays, improving information management practice is a key focus for many organizations. You are an expert in this field. What's your opinion about it?

M: Thank you, Ann. This focus is being driven by a range of factors, including a need to improve the efficiency of business processes, the demands of compliance regulations and the desire to deliver new services.



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- W: Very reasonable. Mr. Smith, could you introduce the detailed contents of it?
- M: I'd like to. In terms of technology, information management encompasses systems such as: web content management (CM), document management (DM), records management (RM), digital asset management (DAM), learning management systems (LM)...
- W: It is really an integrated system. What is your view about technology and information management?
- M: Information management is, however, much more than just technology. Equally importantly, it is about the business processes and practices that underpin the creation and use of information.
- W: Thanks, Next question...



**Keys:**

( 4 )

( 2 )

( 1 )

( 3 )

## VI After-class Snack

Aims	1. To help students review the main ideas of information management.
	2. To acquaint students with common circumstances in Enterprise Information Management.
	3. To strengthen students' listening comprehension and oral English.
Tasks	1. Students look through the requirement and materials.
	2. Students finish the related exercises individually or in groups.
Procedure	1. Ask students to listen and fill out the missing information they have heard.
	2. Ask students to search and list some challenges in Enterprise Information Management through the Internet.
	3. Ask students to make a presentation according to the clues given below.



# Information Management

## A. Fill out the form with the information you have heard.

### Script:

Management information system is used for making managerial decisions. Data on all important business processes is collected and documented by management Information Systems. This data is then presented in the form of reports for the management to base their decisions on.

Management information system is used across all realms of the business. It lists the organization, procedures and policies. It is used for controlling all the strategic functions of the business. The work flows and the hierarchical structure are listed by management Information Systems.

Using management information systems, the organization can collect, organize and tabulate information on all important processes. When deviations from the planned path occur, the organization can take necessary action immediately. Both upward and downward communication channels are enhanced by management Information Systems.

There are several types of MIS. Commonly used ones are the Transaction Processing Systems (TPS), the Decision Support Systems (DSS) and the Operations Information Systems (OIS).

Companies must allocate funds from their yearly expenditure for maintaining and sustaining management information systems.

- Keys:**
- |                |             |                  |
|----------------|-------------|------------------|
| 1. managerial  | 2. reports  | 3. strategic     |
| 4. flows       | 5. organize | 6. communication |
| 7. Transaction | 8. Support  | 9. funds         |
| 10. sustaining |             |                  |

## B. Search and list some challenges in Enterprise Information Management through the Internet.

Answer omitted.

## C. Make a presentation according to the clues given below.

Answer omitted.