

对外经济贸易大学

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《商务翻译（英译汉）》期末考试试卷（A）

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Translate the following passage into Chinese:

The Japanese have long taken to heart lessons about winning through *total quality management* (TQM). Their quest for quality paid off handsomely. Consumers around the world flocked to buy high-quality Japanese products, leaving many American and European firms playing catch-up. Japan was the first country to award a national quality prize, the Deming prize, named after the American statistician who taught the importance of quality to postwar Japan.

In recent years, however, Western firms have closed the quality gap. Many have started their own quality programs in an effort to compete both globally and domestically with the Japanese. In the mid-1980s, the United States established the Malcolm Baldrige National Quality Award, which encourages U.S. firms to implement quality practices. Not wanting to be left out of the quality race, Europe developed the European Quality Award in 1993. It also initiated an exacting set of quality standards called ISO 9000. As of 1994, 74 countries had officially recognized ISO 9000 as an international standard for quality systems. Many customers in these countries are now demanding ISO certification as a prerequisite for doing business with a seller. To earn ISO 9000 certification, sellers must undergo a quality audit every six months by a registered ISO (International Standards Organization) assessor.

Total quality has become a truly global concern. Total quality stems from the following premises about quality improvement:

1. *Quality is in the eyes of the customer.* Quality must begin with customer needs and end with customer perceptions. As Motorola's vice-president of quality suggests, "Beauty is in the eye of the beholder. If a product does not work the way that the user needs it to work, the defect is as big to the user as if it doesn't work the way the designer planned it." Thus, the fundamental aim of today's quality movement has become "total customer satisfaction."

2. *Quality must be reflected not just in the company's products, but in every company activity.* Leonard A. Morgan of General Electric says: "We are not just concerned with the quality of the product, but with quality of our advertising, service, product literature, delivery, and after-sales support."

3. *Quality requires total employee commitment.* Quality can be delivered only by companies in which all employees are committed to quality and motivated and trained to deliver it. Successful companies remove the barriers between departments. Their employees work as teams to carry out core business processes and to create desired outcomes. Employees work to satisfy their internal customers as well as external customers.

4. *Quality requires high-quality partners.* Quality can be delivered only by companies whose marketing system partners also deliver quality. Therefore, a quality-driven company must find and align itself with high-quality suppliers and distributors.

参考译文:

日本人很早就留意于有关通过全面质量管理(TQM)来获胜的经验。他们对质量的追求获得了很好的回报。全世界的消费者全都蜂拥购买高质量的日本货,令许多美国和欧洲企业不得不扮演拼命追赶的角色。日本是第一个颁发全国质量奖的国家。该奖以一位美国统计学家的名字来命名,称为戴明(Deming)奖,因为这位统计学家把质量的重要性交给了战后的日本。

但是在最近几年,西方企业已经缩小了与日本的质量差距。许多企业在与日本的全球和国内竞争中,已开始采用它们自己的质量方案。20世纪80年代中期,美国设立了马尔科姆·鲍特里奇国家质量奖(Malcolm Baldrige National Quality Award),该奖鼓励美国企业实行质量管理。为了不在质量角逐中被抛到后面,欧洲在1993年设立了欧洲质量奖。欧洲还开始实行了一个称为ISO9000的严格质量系列标准。马尔科姆·鲍特里奇奖和其他质量奖评判的是质量无形方面的内容,如顾客满意、质量不断改进等,而ISO9000则是一组被广泛承认的记录质量的会计准则。截止1994年,已有74个国家正式承认ISO9000为质量体系的国际标准。现在,这些国家中的许多顾客都要求卖方有ISO证书,作为与之做生意的前提条件。为了获得ISO9000证书,卖方每隔六个月就必须有一位在国际标准化组织(International Standards Organization)注册的审计员进行一次审计。

因此,全面质量已真正成为全球关注的焦点。全面质量起源于以下几个有关质量改进的观点:

1. 质量要从顾客的角度来看。质量始于顾客的需要,终于顾客的理解。正如摩托罗拉主管的质量副总裁所说的:"美丽要从观看者的角度来看。如果产品不符合用户的需要,那么对用户来说,该产品的缺陷就大到如同该产品不符合设计一样。"因此,当今质量运动的基本目标已变成"完全顾客满意。"
2. 质量不仅要反映在企业的产品上,而且要反映在企业的每一个行为上。通用电气的利奥纳德·A·摩根(Leonard A. Morgan)说:"我们并不仅仅关注产品的质量,而且还关注广告、服务、产品说明、交货和售后服务的质量。"
3. 质量需要全体职员的投入。要实现质量目标就必须使企业中的每个员工都献身

于它，激励和培训他们去实现质量。成功的企业会扫除部门之间的障碍。它们的员工齐心协力地完成核心业务流程并创造出理想的成果。员工的工作除了使外部顾客满意外，还使内部顾客同样感到满意。

4. 质量要求高质量的合作伙伴。要实现质量，就必须选择那些自身营销系统也能实现质量的合作伙伴。因此，质量驱动型的企业必须找到高质量的供应商和分销商并与之结成联盟。

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2. 词、词组、整句译错，分别扣1、2、3分。
3. 语法、错别字等错误各扣1分，语句不通顺酌情扣1-3分。

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