



高等院校工商管理系列

华东交通大学教材(专著)基金资助项目

MBA English Integrated Course

MBA英语综合教程

唐 斌 黄 珊 / 主编



ZHEJIANG UNIVERSITY PRESS

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本教材受到华东交通大学教材（专著）基金资助项目资助

《工商管理硕士教学大纲》（下文简称为《大纲》）中规定：“英语是MBA学位的必修课。”《大纲》指出：“MBA英语教学旨在提高学员在实际工作情景中综合应用英语进行交流的能力，能以英语为工具进行本专业的学习和研究，能顺利地阅读本专业的英语材料，获取所需信息，了解和熟悉当代社会经济、管理和科学技术发展的动态，并能在实践中运用英语进行基本的商务交际。”

根据多年的MBA英语教学经验，在充分调研学生实际需求的基础上，我们编写了《MBA英语综合教程》。与传统编写方式不同，本书是围绕案例主题编写，内容涵盖了管理理念（Management）、企业愿景（Vision）、职业规划（Career）、商务礼仪（Business Etiquette）、市场营销（Marketing）和产品战略（Strategy）等MBA专业知识。每章节选取相关主题的三个国内外案例，围绕主题设计一系列案例分析活动和练习，不仅可以激发学生学习英语的兴趣，训练学生的听、说、读、写、译技能，也能增长他们的专业知识，提高职业素养，以及运用专业知识思考 and 解决管理中所面临的现实问题的能力。本书适用于MBA、EMBA、MPA学员，也可以作为对国际商务感兴趣的本科生和研究生、企业管理专业人员、从事商务或管理等有关专业人员自学或培训教材。

与同类教材相比，本教材有以下特点：首先，基于案例编写，教学理念新。以案例讨论来设计活动和练习，在掌握专业知识的同时，训练了学生英语听、说、读、写、译的技能，实用性强。其次，选材新，兼具时代性和专业性。选取国内外近两年

报刊、网站等的案例文章，根据学生实际水平进行改编，注重趣味性和实用性。再次，教学目标的融合性。本教材编写遵循融语言技能学习与学生职业素养提升为一体的教学目标，围绕英文案例主题开展相关语言技能训练活动，努力实现学生语言技能和职业素质的双提升。最后，因人施教，突出实践技能训练，实践应用性强。每章节围绕同一主题的案例展开，分为两个主要阅读案例（国内外案例各一个）和一个延伸阅读案例，并增加了实用商务英语对话和写作训练部分，补充大量的实用知识和技能，可供教师自主选用和学生自学。

《MBA英语综合教程》是华东交通大学教材（专著）基金资助项目之一，在编写过程中得到了华东交通大学MBA中心的大力帮助和支持，在出版过程中得到了浙江大学出版社的大力支持，同时引用和参考了大量的专业文献，在此一并致以衷心的感谢。本书由华东交通大学的唐斌教授（编写第2、3单元，约137千字）和黄珊副教授（编写第4、5单元和第6单元部分内容，约150千字）主编，参与编写工作的有江西中医药大学黄敏副教授（编写第1单元，约30千字）、华东交通大学彭玮老师（编写第6单元部分内容，约10千字）以及广州中医药大学胡敏娜副教授（编写第6单元部分内容，约10千字），浙江大学出版社曾熙做了大量编辑工作，在此表示衷心的感谢。由于编者水平有限，书中难免有疏漏之处，敬请读者批评指正和提出宝贵意见。

编 者

2015年10月15日

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UNIT ONE MANAGEMENT

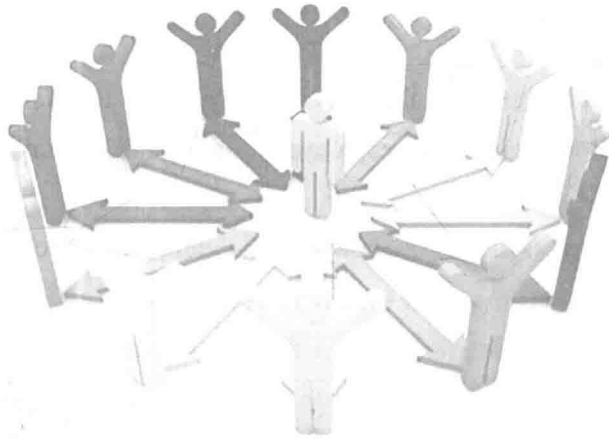


Figure 1.1 Management

I. LEARNING OBJECTIVES

In this unit, you are going to:

- Learn some basic principles of management.
- Analyze cases concerning management.
- Learn how to express issues concerning work style.
- Learn how to write a company profile.

II. WARMING-UP

Before you start to do the readings, please decide whether the following statements are true or false.

- () 1. An effective manager is always positive when approaching his/her people.
- () 2. A good manager knows all the answers to the potential problems from his/her people.
- () 3. An efficient manager is clear about the methods of dissuading his/her people from bringing bad news.
- () 4. It's important for the manager to have a big picture of the business.
- () 5. Money is the top concern for the manager when dealing in businesses.

- ()6. When employees have a low morale, it is the manager's responsibility to cheer them up by organizing a party.
- ()7. Set a deadline for every project and punish those who cannot meet the deadline.
- ()8. Good time management helps the company to stay in track.
- ()9. Managers should give their employees some push to make sure they do their jobs.
- ()10. When employees judge you, you should defend your decisions effortlessly.

III. PRE-READING

Management

Management involves the manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication; an enterprise environment (as opposed to a physical or mechanical mechanism), implies human motivation and implies some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur in both a legal as well as illegal enterprise or environment. Based on this, management must have humans, communication, and a positive enterprise endeavor. Plans, measurements, motivational psychological tools, goals, and economic measures (profit, etc.) may or may not be necessary components for there to be management. At first, one views management functionally, such as measuring quantity, adjusting plans, meeting goals. This applies even in situations where planning does not take place.

Questions for thinking.

1. What factors are involved in the management of one company?
2. How should business people run a company in the age of information and high-speed technology?

IV. CASE READING 1

Directions: This passage is followed with various exercises. Please put the concept in the

passage into serious thought and finish the exercises.

When Corporations Fail at Doing Good

Aaron Chatterji

1. Thousands of American fast-food workers went on strike Thursday, **rallying** for an increase in wages to fifteen dollars an hour, more than double the federal minimum wage. Some business people responded by saying they want to improve wages and working conditions at their companies voluntarily, under the theory that their competitors will have to follow if they don't want to lose their best workers.

2. Tom Douglas, the owner of fourteen Seattle restaurants, raised his kitchen workers' starting wage to fifteen dollars an hour earlier this month, he told National Public Radio. Douglas said he did not believe government should **mandate** businesses to raise wages—or to require much of anything, really, including sick leave. Instead, he believed the food industry should rely on the magic of the market to provide workers with higher pay.

3. It's fashionable, these days, for companies to **tout** their commitment to bettering society without any need for government involvement. They argue that the market will reward good deeds, so the public sector need not issue mandates. This rhetoric is appealing, but it doesn't always line up with the facts.

4. Consider Indra Nooyi, Pepsi's **charismatic** CEO. Early in her **tenure**, Nooyi realized that the public would increasingly pressure the firm to make its products healthier. Nooyi argued that a shift toward healthier products would be good for society at large and for Pepsi's bottom line; John Seabrook wrote about the effort in a 2011 article about Nooyi's approach.

5. Nooyi has backed up her rhetoric with concrete steps, acquiring healthier brands like Tropicana and Quaker Oats and creating Pepsi Next, a lower-calorie version of **the flagship brand**. She even hired a former official from the World Health Organization to oversee the reforms. Initially, Nooyi won wide acclaim for her efforts. *Fortune* **hailed** her as the most powerful woman in business five years in a row, and institutions including New York University and Duke University gave her honorary degrees.

6. However, Pepsi's investors have long been skeptical. During her tenure, Coca-Cola's stock price doubled while Pepsi **stagnated**, even losing its number-two position in

the cola market to Diet Coke in 2010. Investors believe that Nooyi's socially responsible vision is a bad **business strategy** that diverts resources from Pepsi's successful, if unhealthy, **core brands**. Hundreds of millions of new consumers in **emerging markets** are clamoring to buy Pepsi's existing products today, calories and all; with Pepsi's marketing budget spread thin, they are buying Coke instead. Relenting to this pressure on the bottom line, Pepsi last year announced management changes and appeared to signal that it would step back from Nooyi's "performance with a purpose" business strategy.

7. The Pepsi case shows that doing good does not always lead to doing well financially, a conclusion supported by decades of academic research. There are a lot of theories about how corporate social responsibility helps companies retain workers, keep them motivated and productive, and boost firms' reputations, but real-world data doesn't necessarily **corroborate** this. Nooyi's high-profile setback is just another signal to other CEOs about which bottom line matters most.

8. Companies' social-responsibility efforts are also likely to be **hindered** by the important business **maxim** that "you can only manage what you can measure". In an effort to make management more scientific, we teach business-school students lots of quantitative skills but offer few tools to measure social impact. CEOs will find it challenging to **quantify** the benefits of a charitable-giving program or an education initiative. During inevitable **downturns** in the business cycle, these programs are easy targets for cost savings. That is why corporate **philanthropy** typically declines in **recessions**. It's also a reason the current corporate-social-responsibility craze might not last long.

9. The only corporate social responsibility that is likely to survive will be activities that the firm should be doing anyway to increase profits. When Wal-Mart requires its suppliers to be more energy efficient, the company lowers its costs. When General Electric **champions** investments in clean energy, its wind-turbine business benefits. These initiatives are less about corporate social responsibility than they are about business strategy.

10. The more interesting cases, where CEOs like Nooyi or Starbucks' Howard Schultz place social impact ahead of short-term profits, may be difficult to sustain in today's corporate world. The **ruthless** focus by investors on quarterly results—and their pressure on CEOs to keep those results in line—gives companies little **incentive** to continue their focus on social impact when their profits are at risk. As James

Surowiecki wrote in early August, fast-food companies have slim **profit margins**, which makes it especially complicated for them to boost workers' pay to a level that is capable of supporting a middle-class family. So while Tom Douglas' employees in Seattle will benefit from their boss' **benevolence**, millions of other low-wage restaurant employees have little reason to expect that their employers will follow his lead. It makes sense, then, for them to keep the pressure on their employers, and on the government.

(Resources: *The New Yorker*, August 29, 2013)

Words & Expressions

rally v.	to call (people) together for a common purpose 召集, 集会 e.g. The group was trying to rally supporters at the demonstration.
mandate v. n.	require 要求 e.g. The law mandates desegregation in all school. the support of the voters given to their representatives through an election 支持
tout v.	to promote or praise (something) energetically; publicize 大力吹捧; 标榜 e.g. touting the proposal at the town meeting
charismatic adj.	possessing an extraordinary ability to attract 有魅力的
tenure n.	[C] the period of holding something 任期; [U] the status of holding one's position on a permanent basis 终身任期; 终身职位
hail v.	to salute or greet (somebody) 问候; to signal or call loudly in order to catch the attention of (somebody/something) 招呼
stagnate v.	to be or become inactive 不流动; 不发展; 停滞 e.g. The fish pond stagnated.
corroborate v.	(formal) to support or confirm (something) by new evidence 确证; 证实 e.g. Similar results of several experiments corroborated the new scientific theory.

hinder v.	to prevent the action or progress of (somebody/something); hamper 妨碍; 阻碍 e.g. Heavy rains hindered traffic on the highway.
maxim n.	a brief statement of a basic principle; a proverb 格言; 箴言 e.g. "Haste makes waste" is a well-known maxim.
quantify v.	to determine or describe the amount of (something) 确定 (或描述)的数量; 对.....进行量化 e.g. His value to his team is impossible to quantify.
downturn n.	a move or tendency downward, especially in business or economic activity (尤指商业或经济活动) 衰退, 下降趋势 e.g. In a recession there is a marked downturn in business.
philanthropy n.	[U] the desire or effort to help humankind, as by giving money to charities 慈善; 乐善好施 e.g. It's a good thing that philanthropy allows a tax deduction. [C] something, such as an institution or a cause, designed to promote human welfare 慈善机构; 慈善事业 e.g. Numerous philanthropies support cancer research.
recession n.	a time when economic activity has been weak 经济萧条期 e.g. Economists predicted a recession.
champion v.	to fight for a defend (somebody/something); support actively 捍卫; 拥护 e.g. champion the rights of poor people
ruthless adj.	showing no pity; cruel 无情的; 残酷的
incentive n.	something that encourages action or effort 激励; 鼓舞 e.g. The company gives bonuses as an incentive to good workers.
benevolence n.	[U] a desire to do something good; goodwill 善意; 善心 e.g. We donated money out of benevolence.
the flagship brand	旗舰品牌; 主打品牌
business strategy	商业策略

core brand	核心品牌
emerging market	新兴市场
profit margin	边际利润

背景介绍

1886年，可口可乐（Coco-Cola）在美国佐治亚州亚特兰大市诞生，自此便与社会发展相互交融，激发创新灵感。现在，它每天为全球的人们带来怡神畅快的美妙感受。目前，全球每天有17亿人次的消费者在畅饮可口可乐公司的产品，大约每秒钟售出19400瓶饮料。目前为全球最大的饮料厂商。

百事可乐（Pepsi-Cola）最初于19世纪90年代由美国北卡罗来纳州一位名为 Caleb Bradham 的药剂师所造，以碳酸水、糖、香草、生油、胃蛋白酶（pepsin）及可乐果制成。该药物最初是用于治疗胃部疾病，后来被命名为“Pepsi”，并于1903年6月16日被注册为商标。后来逐渐发展为美国百事公司推出的一种碳酸饮料，也是美国可口可乐公司的主要竞争对手。

通用汽车公司（GM）成立于1908年9月16日，自从威廉·杜兰特创建了美国通用汽车公司以来，通用汽车在全球生产和销售包括雪佛兰、别克、GMC、凯迪拉克、宝骏、霍顿、欧宝、沃克斯豪尔以及五菱等一系列品牌车型并提供服务。2014年，通用汽车旗下多个品牌全系列车型畅销于全球120多个国家和地区，包括电动车、微车、重型全尺寸卡车、紧凑型车及敞篷车等。

1. Questions for discussion.

- (1) What are the causes for the fast-food workers' strike on Thursday?
- (2) What did Indra Nooyi, Pepsi's CEO, do to make the products healthier?
- (3) How did Nooyi's "performance with a purpose" business strategy work?
- (4) Which is more important to a company, social impact or short-term profit? Why?
- (5) What are the social responsibilities of a business?

2. Reading comprehension.

- () (1) Workers from the fast food industry had a strike, because _____.
 A. the working conditions were terrible
 B. the unemployment rate was much higher than before

- C. they wanted a rise with their hourly wage
D. the industry refused to pay their insurance
- () (2) Nooyi argued that a shift toward _____ would be good for society at large and for Pepsi's bottom line.
A. the relationship between the work union and the workers
B. healthier products
C. the shortening working time
D. building daycare centers for employees
- () (3) She even hired a former official from _____ to oversee the reforms.
A. the World Health Organization
B. the World Commerce Committee
C. the World Work Union
D. the World Security Organization
- () (4) During inevitable downturns in the business cycle, some programs are easy targets for _____.
A. work efficiency
B. cost savings
C. employment downsizing
D. lose of profits
- () (5) Fast-food companies have _____, which makes it especially complicated for them to boost workers' pay to a level that is capable of supporting a middle-class family.
A. complicated employer-employee relationships
B. worse business codes
C. comparatively worse working environment
D. slim profit margins

3. Fill in the blanks with the proper words or expressions from the passage.

- (1) The _____ fashion shops are the pilgrim place to those new elites coming for enjoyment.
- (2) The economy and stock market seemed to be recovering, and there was optimism that the _____, like many of those before it, would be over in a year or less.
- (3) Real wages rely directly on investment; without increases in productivity, wages are