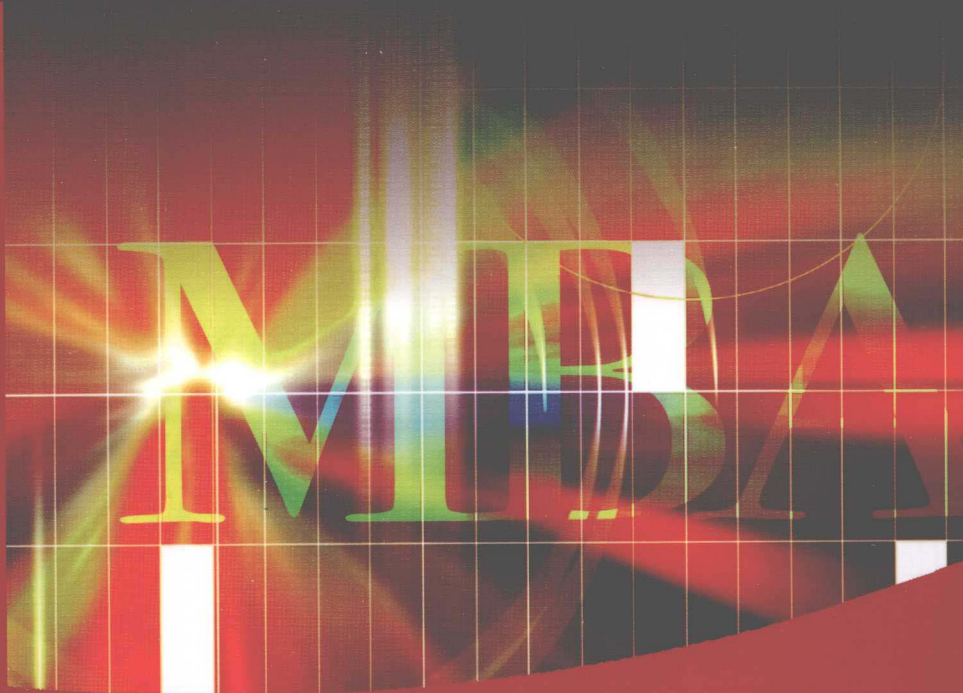




世纪实用研究生英语系列教程

MBA ENGLISH



MBA研究生英语 综合教程（第二版）

主编 王慧莉 刘文字 曹硕

 中国人民大学出版社

21 世纪实用研究生英语系列教程

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《MBA 研究生英语综合教程（第二版）》主要考虑 MBA 英语课程一般采用集中授课的形式，因此每个单元按照 4 个学时设计，包括阅读、写作、听力、口语几项基本技能的训练。每个单元分成以下六个部分。

第一部分：Lead-in，主要为读者提供与本单元内容相关的背景知识及词汇，为参与其他学习活动做好热身。

第二部分：Reading，所有文章选自近年国外期刊、商务英语出版物中的原版文章。为了能让读者更好地理解课文内容和掌握相关词汇，课文之后设计了多种练习形式。

第三部分：Listening，提供和本单元内容相关的各种场景下的对话和独白，设计了简单实用的练习形式，旨在训练读者的听力。

第四部分：Speaking，设计了和本单元内容相关的口语活动，并提供了完成口语活动所需的常用表达法，供学习者学习模仿，力求帮助学生在“学中用，用中学”。

第五部分：Writing，设计了和本单元内容相关的写作练习，大部分是应用文体。

第六部分：Case Study，提供了一篇和本单元内容相关的案例，供读者讨论，提出自己的看法、观点及解决办法。体现用英语作为工具来解决问题的指导思想，从而更好地帮助学生做到“学中用，用中学”。

《MBA 研究生英语综合教程（第二版）》主要作了以下的修改：

1. 《MBA 研究生英语综合教程》出版于 2009 年 10 月，经过 3 年多的使用，有些文章内容显得有些过时。因此，我们在删掉一些单元的基础上，补充了一些新的单元，同时替换了一些阅读文章和听力原文。

2. MBA 的英语课程学时由原来的 64 学时减少到现在的 32 学时，教学内容和教学任务也作出相应调整，减少了 5 个单元。因此，第二版包括 10 个单元，具体为：Globalization, Company Profile, Corporate Culture, Leadership, Corporate Social Responsibility, Marketing, Mergers and Acquisitions, Branding Management, Cross-cultural Values, Franchising。

3. 原书有些练习（例如：阅读中的词汇练习）和文章内容联系不够紧密，因此改成和文章内容相关的“段落完型”形式，目的是让学生在较短的时间内学会更多的表达方式。

4. 词汇表作了两个调整，一是把原来的英语解释改成汉语解释，二是补充了音标，便于学生使用。

尽管本书的编写力求准确、实用，但限于编者水平，书中定有许多需要进一步改进和完善之处，祈请各位同行和广大读者批评指正。

编者

2013 年 3 月

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Globalization



Lead-in

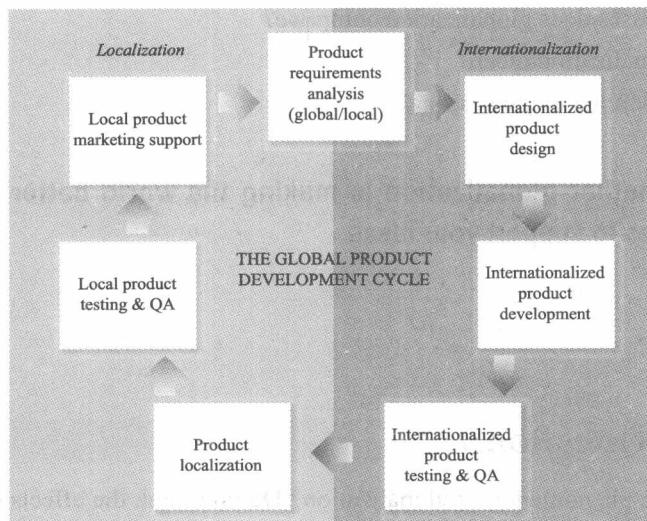
- A** Read the following passage to get some information about globalization, paying attention to the bold words and expressions.

What Is Globalization?

Technology, Business, and Culture Meet

Globalization is more than a technical process. While there is a strong technical component, successful globalization involves changing the way an organization does business. As long as international market is treated as a secondary concern and a place to save on costs, globalization efforts will not be truly successful. In particular, globalization is not a process that starts after a product has been designed. If global concerns and plans for after-market support are not made even before product development begins, costs will go up and quality problems will emerge.

Globalization can best be thought of as a cycle rather than a single process, as shown below:



In this view, the two primary technical processes that comprise globalization—**internationalization** and **localization**—are seen as part of a global whole:

- Internationalization **encompasses** the planning and preparation stages for a product in which it is built by design to support global markets. This process means that all cultural **assumptions** are removed and any country- or language-specific content is stored externally to the product so that it can be easily **adapted**.
- Localization refers to the actual adaptation of the product for a specific market. It includes translation, adaptation of graphics, adoption of local currencies, use of proper forms for dates, addresses, and phone numbers, and many other details, including physical structures of products in some cases. If these details were not **anticipated** in the internationalization phase, they must be fixed during localization, adding time and expense to the project. In extreme cases, products that were not internationalized may not even be localizable.

Even beyond these processes, globalization encompasses global and local marketing, local after-market support, the establishment of local business presence, and many other aspects of global business.

B Try to answer the following questions about globalization.

1. What does successful globalization involve?
2. What will happen if global concerns and plans for after-market support are not made before product development begins?
3. What technical processes does globalization comprise?
4. What does internationalization mean?
5. How is localization defined in the passage?

C Think about whether globalization is making the world better or worse. Use specific examples to support your ideas.



Reading

Starting Up Question

What characterizes the phenomenon of globalization? Do you think the effects of globalization are positive or negative?

Globalization

[1] Since 1950, the economies of the world have become more **interconnected** in terms of trade, investment and communication. This phenomenon is known as globalization. Of course, international economic relations are not new to the world. Indeed, such relations have an **ancient** history. However, what characterizes globalization is the speed at which these inter-relationships are growing and how widely they are spread throughout the world. As globalization **dramatically** reshapes our world, debates rage about whether the effects of globalization are positive or negative.

Trade

[2] Since 1955, world trade has grown much faster than the world economy as a whole. World trade in manufactured goods increased more than 100 times (from \$95 billion to \$12 trillion) in the 50 years since 1955. The growth in trade has been largely caused by dramatic improvements in communication and transport and the adoption of free trade principles across the world, such as removing **tariffs** on imports and stopping government **subsidies** to local producers. Free trade is a key characteristic of globalization.

[3] Over the past 50 years the principles of free trade have been pursued internationally by the World Trade Organization (WTO) and its predecessor, the General Agreement on **Tariffs** and Trade (GATT). International trade meetings in recent decades have helped boost trade in manufactured goods between rich countries by reducing **tariffs** and **subsidies**. Countries, such as China, which introduced free trade principles and strongly geared their economies towards export-led growth have benefited.

[4] It has been argued that national economies that trade openly and freely with the international economy have consistently grown much faster than those countries that try to protect themselves. Well-managed, open economies, so this argument goes, have grown at rates that are on average 2½ percentage points higher than the rate of growth in economies closed to the forces of globalization.

[5] However, it can also be strongly argued that the gains of trade have been unevenly **distributed** (UNCTAD, 1998). Europe and East Asia have enriched themselves since joining the modern world trading system. The system has allowed them to **restructure** their economies so that they become importers of raw materials and exporters of more valuable manufactured materials and, later, services. In contrast, other poorer regions, such as Africa, which are dependent on commodities, have been left behind. While exports across the world increased by an average of 10.7% per year between 1960 and 2002, in least developed countries the average growth rate was only 6%. As a result, the global trade imbalance between developed and least

developed countries widened each year during this period. (UNCTAD, 2004: 51). In addition, the difference in **per capita** incomes between developed and least developed countries (LDCs) has increased over the last fifty years.

[6] LDCs in African and **net** food-importing countries have, arguably, had little benefit from international free trade agreements. There are a variety of reasons for this, including the continued subsidization of food production in parts of the developed world and the dependence of LDC economies on commodities rather than manufactured goods and services.

Money

[7] As well as the free movement of goods, there has also been a dramatic increase in the flow of money (capital) around the world. Banks and private investors now hold trillions of dollars of **assets** invested overseas. This capital flows freely around the globe but ownership of the capital is highly concentrated among rich countries and a few developing countries.

[8] Arguments for the free flow of global capital became strongest in the 1980's and 1990's. This was at a time when communist governments of Eastern Europe collapsed and many countries in Latin America faced serious economic and financial problems. Quick and drastic solutions were advocated by **neo-liberal** economists and political leaders. These solutions included privatizing all state enterprises (including essential services, such as water and electricity), removing all obstacles to foreign investment, lowering taxes, reducing government spending and removing controls on financial institutions including banks. These solutions were applied by governments or imposed by international organizations such as the IMF (International Monetary Fund). They believed that in a perfectly free global economy, capital would flow to countries and businesses where it was most needed and the global economy would find a natural harmonious balance.

[9] Critics of financial globalization, such as Rodrik (2006), argue that it did not work in Eastern Europe, Latin America or other countries where its principles were applied. Even after more than ten years, nearly all the former communist states of Eastern Europe had not recovered the levels of GDP (Gross Domestic Product) they enjoyed before they were opened up to the free market.

[10] While capital flows ever faster and more freely around the world, it can also be stopped very quickly by nervous investors and financial institutions and this can have devastating results. This occurred in the 1997-1998 Asian crisis when foreign investors suddenly **withdrew** all their capital from Indonesia, Thailand and to a lesser extent, South Korea, undermining the currencies of each country and seriously threatening the three economies. The global financial crisis of 2007-2009 is cited as a further example of the dangers of free and unregulated national and international financial markets.

Information and Communication Technologies

[11] Globalization is also associated with the free flow of information around the world. With the growth of computers, the Internet and digital **telephony**, information moves around the world at much faster and cheaper rates.

[12] Rapid advances in information technology have improved productivity in most industries. New industries, such as Internet Service Providers, and new forms of employment, such as IT specialists, have also been created. Business practices have been **revolutionized** by the free flow of information and automating technologies which allow producers to access raw materials just when they need them and supply products in a more timely manner. The way we buy and sell products has also changed **dramatically** with the emergence of e-businesses, such as Amazon. Information about financial markets can spread around the world at increasing speeds and financial transactions can occur in a split second. As a result, enterprises, individuals and even nations have increased access to capital and financial products for investment or speculation.

[13] While advances in information and communication technologies have produced a host of new jobs, some sectors, such as agriculture and manufacturing, have witnessed significant drops in employment due to increased **automation** or because the enterprises they work for have not kept up with rapid changes in the global marketplace. People who are **displaced** from sectors and enterprises using old technologies may not be able to adapt to the new technologies or will need years of retraining before they can find a job in the new economy.

[14] The speed of information flow can also present dangers. A small problem in a major bank, enterprise, currency or even nation can quickly turn into a disaster when information about the problem circulates at lightning speed around the world. In such a situation, investors can panic and **withdraw** their money or capital very rapidly, as occurred in the Asian Financial Crisis of 1998 and the Global Financial Crisis of 2007-2009. (*Technology and Globalization*, 2008).

Conclusion

[15] With globalization the world has become more **interconnected** with vastly increased flows of goods, services, finance and information between countries. We need to recognize that we are all entering a new phase of **interdependence**, where an action on one side of the world can create an immediate (and sometimes adverse) reaction on the other side of the world. Consequently, a more coordinated, cooperative approach to international relations and greater regulation of national and international financial transactions will probably occur as we move further into the twenty-first century.

(Source: Matthew Abadon, 2009, *Issues in Contemporary Society*, Volume 16, Number 3, pages 17-20.)

Check Your Understanding

A Answer the following questions briefly.

1. What has caused the growth of world trade since 1955?
2. What has been argued about national economies?
3. Why have LDCs in African and net food-importing countries had little benefit from international free trade agreements?
4. What are the solutions advocated by neo-liberal economists and political leaders?
5. Why have some sectors such as agriculture and manufacturing witnessed significant drops in employment?

B Complete the following passage by filling each of the numbered blanks with one suitable word.

Rapid 1. _____ in information technology have improved productivity in most industries. New industries, such as Internet 2. _____ Providers, and new forms of employment, such as IT specialists, have also been created. Business 3. _____ have been revolutionized by the free flow of information and automating technologies which allow producers to access 4. _____ materials just when they need them and 5. _____ products in a more timely manner. The way we 6. _____ and sell products has also changed dramatically with the emergence of e-businesses, such as Amazon. Information about financial 7. _____ can spread around the world at increasing 8. _____ and financial 9. _____ can occur in a split second. As a result, enterprises, individuals and even nations have increased access to 10. _____ and financial products for investment or speculation.

Apply Your Understanding

Translate the following sentences into English.

1. 随着全球化戏剧性地重塑我们的世界，人们仍在激烈争论全球化是带来了积极影响还是消极影响。
2. 最近几十年的国际贸易会议通过降低关税和补贴，有效促进了富裕国家间的制成品贸易。
3. 该系统已允许他们重建经济，并使他们成为原材料的进口商和更有价值的人造材料及后续服务的出口商。
4. 这种资本自由流动于全球，但其所有权仍高度集中于富裕国家和一些发展中国家。
5. 金融市场的信息以不断增加的速度在世界各地传播，且金融交易可以在转瞬瞬间发生。



Listening

A Match the following words with their meanings.

1. homogenize	a. the state or fact of remaining the same one or ones, as under varying aspects or conditions
2. loyalty	b. a successful, flourishing, or thriving condition
3. identity	c. to maintain or defend
4. proceed	d. the quality of being one of a kind
5. attribute	e. to move or go forward or onward, esp. after stopping
6. individualism	f. conducting business within or between groups
7. prosperity	g. something used as a symbol of a particular person, office, or status
8. assert	h. a social theory advocating the liberty, rights, or independent action of the individual
9. uniqueness	i. to make uniform or similar, as in composition or function
10. transaction	j. the act of binding oneself (intellectually or emotionally) to a course of action

B Listen to the first part of an interview with Professor Carter, an expert of business globalization, and answer the following questions.

1. How far is the influence of globalization?
2. Is this regional limitation universally true?
3. According to Professor Carter, will homegenization ever occur on a deeper level?
4. How does the cultural gap change between the United States and Asia in the past 40 years?

C Listen to the second part of the interview and then answer the following questions. Write your answers in the spaces provided.

How does Professor Carter understand culture?

Components of Culture	
Deeper Identities for Culture	
Social Network in Latin-American Countries	

D Listen to the third part of the interview and then fill in the blanks. Write your answers in the spaces provided.

1. A set of cultural attributes that must accompany economic modernization include a greater degree of _____. That is to say, people will be evaluated on their _____ rather than in terms of their family backgrounds.
2. _____ bothers Professor Carter about the recent discussions of globalization.
3. It is the _____ brought about by globalization that permits cultures to really assert their own uniqueness.

E Listen to the final section of the interview and decide whether the following statements are True (T) or False (F).

- _____ 1. Professor Carter thinks technology alone is going to make globalization happen.
- _____ 2. In digital commerce, people are now technically capable of carrying out a transaction.
- _____ 3. What globalization requires is not the creation of a whole new series of services that are able to convey the information needed for trust.



Speaking

A To ensure that the free trade can go smoothly, some regional and international economic organizations have been built up. Match the two columns, and share with the class what you know about these organizations, based on your previous knowledge and research on the Internet.

1. IBRD	a. 国际货币基金组织
2. NAFTA	b. 世界贸易组织
3. APEC	c. 国际复兴开发银行
4. IMF	d. 亚太经合组织
5. EU	e. 欧盟
6. WTO	f. 北美自由贸易区

B Participate in a mock global trade conference, in which representatives of many

countries discuss important international trade issues such as barriers, tariffs and quotas. Each student or a pair of students should research an assigned country, investigating the country's imports, exports, economic stability or instability, political atmosphere, current events, and any other relevant information. Students then represent their assigned countries' views in the mock trade conference, always remembering how the groups' decisions will affect their "home countries".



Writing

Situation:

You run a company and plan to globalize your products. Recently you heard from a foreign company who wanted to act as your distributor. Now please write a letter to one of your business partners in that country, asking him to help you investigate the market there. Detailed information is listed as below:

- Product: metals
- The overseas company: the Impex International Trade Company
- The overseas country: the United States
- Your plan: going to the US in October

Write your message in the space provided.

Sender:

Date:

Subject:

Dear Walter,

All the best,



Case Study

What Globalization Really Means to a Particular Business

Making Fundamental Strategic Choices

[1] Global **strategy**, like any other strategic decision, requires fundamental choices. The most obvious decisions involve a choice of markets and a choice of products. Related decisions are about mode of entry. Stated simply, the choices are which markets should we enter? With which products? In what way? Each of these seemingly simple choices involves a **myriad** of considerations. Sometimes, the **optimal** strategy is to **license** a company's technology rather than to enter directly; at other times, a joint venture is appropriate, and sometimes anything other than a wholly owned **subsidiary** is sub-optimal. What makes global strategy such an interesting challenge is that there is no one right answer. As a result, there is opportunity to **differentiate** oneself.

[2] Though each product, each business, and each market must be looked at uniquely, there is an underlying logic to the dimensions that must be **assessed**. Typically, these dimensions involve four considerations: operations and costs; customers and markets; competition; government policies.

[3] In assessing operations and costs, for example, you analyze the extent to which a product benefits from manufacturing **on a large scale**.

[4] Will it, in fact, reduce costs, and therefore, should there be a few large plants located strategically to meet the needs of multiple geographies? Are there products that can be transported easily?

[5] In terms of global business, is the product transferable because the needs of customers are relatively similar across geographies? Is it a product where selling in multiple markets will increase competitive advantage in the home market? Are the competitors in that particular market already global and therefore, does the company need to have a presence in multiple markets to be able to defend against the competitors?

[6] Sometimes, answering these questions in the context of a company's organization is as much a political as an economic and strategic process. Does the product have a committed champion? Does the manager have **credibility**? Will he attract resources? These are all questions that help to guide the fundamental decisions to be made.

A Matter of Making Savvy Decisions

[7] Much of strategy requires making decisions with incomplete information. In no case is this truer than in decisions about global strategy, because much of the debate about **entry** strategies into a new geography results from a **trade-off**, a balancing between market **potential** and

economic and political risk. In international business, the risk dimension becomes quite complex because you have to think about political or so-called “non-market” risk factors, in addition to market risk and competitive risk factors. In addition, companies particularly those having multiple product lines, have to make decisions about how they are going to use their resources, and that typically means that they cannot globalize all their product lines at the same time. One of the strategic decisions becomes which business or which product should be globalized earliest.

[8] **Regardless of** how a company starts, once a company begins to have a presence in multiple markets with multiple products and with sourcing of materials and components and alliances, it **inevitably** develops multi-country presence in terms of people, assets, locations, **revenues**, and relationships. In short, its business is **dispersed** across geographies.

[9] But just because a company has assets and revenues that are dispersed across geographies and it has presence in multiple geographies does not mean that it is fully **leveraging** and **taking advantage of** its assets. In other words, distribution of assets in multiple markets does not necessarily mean that the company has fully taken advantage of the resources that it has invested. Just because a company manufactures in multiple locations does not mean that it has optimized its value chain on a global basis. And in global competition, a globally optimized value chain is much more critical than just having geographically dispersed manufacturing locations.

[10] Just because a company distributes and sells its products in multiple markets does not mean that it is fully leveraging its brand globally. Leveraging its brand, creating market equity across geographies, can be more important in the long term than making sure that the company has revenues in multiple markets.

[11] Just because a company does product development or R&D in different countries and different geographies, or sources components from different geographies, does not mean that it is fully **tapping into** the knowledge and learning that it is creating in multiple markets. In these days when competitive advantage **derives from** knowledge, tapping into the intellectual capital that businesses create in multiple markets, making sure that these sources of capital and knowledge are linked together is a much more defensible and sustainable source of competitive advantage than having dispersed sources of innovation and development.

[12] Ultimately, an executive must take the presence the company has in multiple markets and view it like a global game of chess. He must **coordinate** competitive moves across countries, consciously deciding in which country to **launch a product**, consciously deciding it on the basis of where the global competitors are strongest, where the cost structure is lowest, and where the company is likely to get the quickest market **feedback**. Then he must decide how to launch the product in other markets and how to manage pricing in multiple markets. It is the global chess game rather than individual market share games being played by local country managers that is more important in determining whether the company will truly optimize its global investments.

Unless all these elements fit together, it is difficult if not impossible to fully leverage the global potential of an organization, and **deploying** assets without fully leveraging and **capturing** their potential is **anathema** to a global strategist.

A Answer the following questions according to the article.

1. What is the optimal strategy for globalization?
2. Why does the risk dimension become quite complex in international business?
3. What is more important in determining whether the company will truly optimize its global investments?

B Give a five-minute presentation about your experience of globalizing your products or investing in the global market. Do you agree or disagree with the ideas given in the article? Use examples and evidence to support your position.

C Extended Task

Work in two groups, A and B. Group A discusses the opportunities of business globalization. Group B discusses the threats or challenges associated with it. Then form pairs—one from Group A and one from Group B. Give a short presentation summarizing the points you discussed in your group.



Word Check

Lead-in

adapt	[ə'dæpt]	使……适应
anticipate	[æn'tɪsɪpeɪt]	预期; 期待
assumption	[ə'sʌmpʃən]	假定; 设想
encompass	[ɪn'kʌmpəs]	围绕
internationalization	[ɪntə'næʃənəlaɪ'zeɪʃən]	国际化
localization	[,ləʊkəlaɪ'zeɪʃən]	地方化