



MBA 专业、管理专业研究生英语教材  
英语专业本科生选修课教材

# MBA

# 实用英语教程

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主编 李建东 黄熙



## MBA PRACTICAL ENGLISH

天津人民出版社

MBA

# MBA 实用英语教程

李建东 黄 熙 主编

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天津人民出版社

**MBA**

# **Practical English**

**BOOK TWO**

**Strategic Management**

**Strategic Management of Technology  
and Innovation**

**Organizational Behavior**

**Operations Management**

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# 出版说明

随着改革开放的不断深入，中国的管理教育，特别是工商管理硕士（MBA）教育进入了一个更大的发展空间，展现出十分活跃的前景。一个越来越引人注目的现象是，近年来，一些著名院校和出版商纷纷加强了国际合作与交流，本着“以我为主，博采众长，融合提炼，自成一家”的原则，大量系统地引进西方优秀的管理书籍和 MBA 教材，在促进更新专业知识和完善课程结构方面起到了积极的作用。

然而，无论是就教学还是习得而言，直接使用原版教材会受到教学课时、语言水平及其他方面的种种限制。专业知识语言能力的提高成为广大师生期盼解决的一个问题，因为这从某种意义上是提高专业素质的关键。笔者曾与全国 MBA 教育指导委员会部分委员探讨这一问题，他们希望能有愈来愈多优秀的适用教材尽快面世。

《MBA 实用英语教程》的编写，目的在于能够提供给师生一个可操作的管理及 MBA 英语教学思路与方法。此套英语教材是专门为 MBA 专业、管理专业及相关专业的研究生英语课设计的。同时我们也意欲使它成为英语专业本科生的选修课教材。其实用的八大专题凝聚了管理学几大功能性学科的重要理论、技术方法和精华，使读者能够用英语直接接触到专业的精髓，建立专业知识的语言能力，提高专业素质，从而了解学科的最新发展。

## **内容与章节：**

本书以 MBA 大部分核心课程为基础，区别于以往大多数院校所采用的商贸英语教材，有很强的专业特点和针对性。全书分上、下两册，包括：管理学、营销管理、人力资源管理、商务沟通、战略管理、技术与创新的战略管理、组织行为学和运营管理共八个单元，每册四个单元。每个单元四课书，每课书有 A、B 两篇，使英语语言围绕中心内容在深度和广度上进行扩展，以达到丰富专业语汇的目的。各个章节主题突出，重点概念给予提示，每单元后配有跟踪测试题，以帮助掌握所学内容。全书附有译文和答案以供参考。

## **时间分配及程度：**

本书计划为一个学年即两个学期的教学内容，120 学时完成，上、下册各

占 60 学时， 每单元 15 学时。难易程度为中级。

**形式：**

1. Warm-up Box: 这是一项与内容有关的课前热身准备，又是对课文内容的补充。方法是由老师朗读， 学生做一些听写、记录、复述的练习；或是给出一个简单的案例供学生课上讨论。
2. 课文： 每篇课文中的重点概念在右侧给予特别提示；A、B 篇课文后均附有关键词；A 篇后有生词表、短语解释和语句注释；B 篇后设有讨论题。
3. 测试： 针对每个单元八个篇章的内容进行检测。内容包括将重要概念给出定义、阅读理解、词汇运用、重点语句翻译、要点提炼、作文等。

本书在编写的过程中曾得到全国 MBA 教育指导委员会郑绍濂等老师的热情鼓励和天津大学管理学院齐二石院长、汪波教授的大力支持；也曾得到张维博士、王春峰博士的悉心指导以及庞金华博士与李菊栋老师的关心与帮助， 特此表示衷心的感谢。

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由于水平与经验有限，错误与不妥之处敬请广大读者和专家批评指正。

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2001 年 6 月

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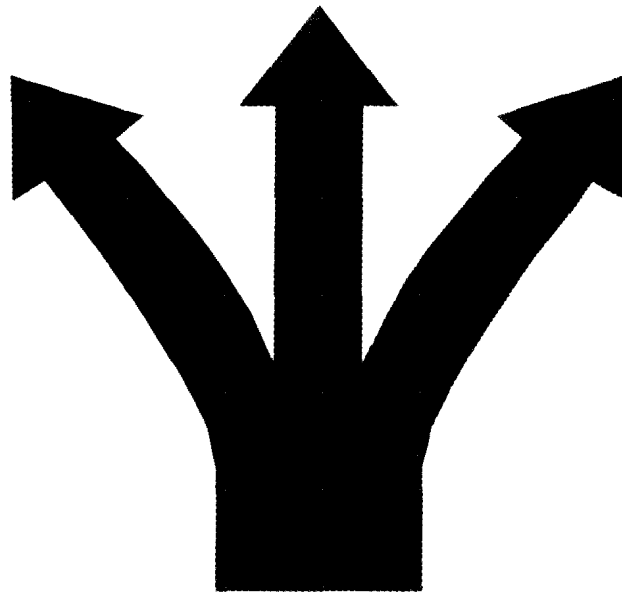
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# Unit Five

## Strategic Management

## 战略管理



- ◆ *Lesson One: Overview of Strategic Management*
- ◆ *Lesson Two: Strategy Formulation — the Process*
- ◆ *Lesson Three: Strategy Formulation — the Methods*
- ◆ *Lesson Four: Strategy Implementation and Evaluation*

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## **Lesson One**

### **Overview of Strategic Management**

*After studying this lesson, you will be able to*

- *Define Strategic Management*
- *Describe the three levels of strategic management*
- *Describe the three stages of strategic management*
- *Understand the guidelines for the effective strategic management*
- *Get a clear view of all the alternative strategies*

### **❖ Warm-up Box**

#### **Case: The Dynamic Computer Company Chooses Alternative Strategies**

*Directions: Read the case carefully. Discuss and make analysis after reading.*

#### **➤ CASE**

Dynamic Computer, Inc. (DCI) is a highly regarded personal computer manufacturer. It specializes in personal computer systems for individual's needs in business, education, at home, etc. It has newly developed the Dynamic III system which aims at business firms and is much more expensive than the Dynamic II. Its products are distributed to many independent retail stores or distributors. But none of the retail outlets sells its products exclusively. Many of these outlets are not marketing its products effectively. In the US, although the outlook for personal computer continues to be positive, the market is highly competitive and is characterized by rapid technological advances in both hardware and software. Margins on software are nearly double operating margins on hardware. The entry of more and more new firms has resulted in a decline in Dynamic's sales, earnings and market share.

#### **Discuss and Analyze:**

1. Discuss with your classmates and offer some alternative strategies for DCI.

*Read this lesson, and you will find out the solution to the suspended questions about the case.*



## Reading Passage A

### What Is Strategic Management?

*Strategic management* can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. It focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success.

*Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.*

### Benefits of Strategic Management

Environmental shocks during the 1970s and 1980s, such as energy crisis, accelerating technological change, and increasing global competition forced managers to develop a systematic approach to analyzing the environment, assessing their organization's strengths and weaknesses, and identifying opportunities where the organization could have a competitive advantage. The rate and magnitude of changes that affect organizations are increasing dramatically. To survive, all organizations must be capable of astutely identifying and adapting to change. The value of thinking strategically began to be recognized. Hence the strategic management.<sup>1</sup> Strategic management aims at allowing organizations to effectively adapt to changes over the long run.

One survey of business owners found that 69 percent had strategic plans, and among those owners, 89 percent responded that they had found their plans to be effective. They stated that strategic planning gave them specific goals and provided their staffs with a unified vision. The benefits of strategic management can be viewed as two aspects:

**Financial Benefits.** A study reported that up to 80 percent of the improvement possible in a firm's profitability is achieved through changes in a company's strategic direction. High-performing firms tend to do systematic planning to prepare for future fluctuations in their external environments.

**Non-financial Benefits.** Besides helping firms avoid financial demise, strategic management offers other tangible benefits, such as an enhanced awareness of external threats, and improved understanding of competitors' strategies, increased employee

productivity, reduced resistance to change, and a clearer understanding of performance-reward relationships. Strategic management also enhances the problem-prevention capabilities of organizations because it promotes interaction among managers at all divisional and functional levels.

### **Stages of Strategic Management**

The strategic-management process consists of three stages: strategy formulation, strategy implementation, and strategy evaluation.

**Strategy formulation** includes developing a business mission, identifying an organization's external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing particular strategies to pursue. Strategy-formulation issues include deciding what new businesses to enter, what businesses to abandon, how to allocate resources, whether to expand operations or diversify, whether to enter international markets, whether to merge or form a joint venture, and how to avoid a hostile takeover. Strategy-formulation decisions commit an organization to specific products, markets, resources, and technologies over an extended period of time.

**Strategy implementation** requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation includes developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance. Implementing means mobilizing employees and managers to put formulated strategies into action.

**Strategy evaluation** is the final stage in strategic management. Managers desperately need to know when particular strategies are not working well. Strategy evaluation is the primary means for obtaining this information. Three fundamental strategy-evaluation activities are : reviewing external and internal factors that are the bases for current strategies; measuring performance; and taking corrective actions. Strategy evaluation is needed because success today is no guarantee of success tomorrow! Success always creates new and different problems; complacent organizations experience demise.

*Strategy formulation develops a business mission, does the SWOT analysis, establishes objectives and chooses strategies to pursue.*

*Strategy implementation establishes annual objectives and policies, motivates employees, and allocates to execute the strategies.*

*Strategy evaluation reviews external and internal factors, measures performance and takes corrective actions.*

## **Levels of Strategy**

If an organization produced a single product or service, managers could develop a single strategic plan that covered everything it did. But many organizations are in diverse lines of business. Each of these different businesses typically demands a separate strategy. Moreover, these multiple business companies also have diverse functional departments such as finance and marketing that support each of their businesses. As a result, strategic management occurs at three hierarchical levels in large organizations.

**Corporate-Level strategy.** If an organization is in more than one type of business, it will need a corporate-level strategy. This strategy seeks to answer the question: What business or businesses should we be in? Corporate-level strategy determines the roles that each business unit in the organization will play.

**Business-Level strategy.** It seeks to answer the question: How should we compete in each of our businesses? For the organization producing a single product or service, the business-level strategy is the same as the corporate strategy. For organizations in multiple<sup>2</sup> businesses, each division will have its own strategy that defines the products or services it will offer, the customers it wants to reach, and the like. When an organization is in a number of different businesses, planning can be facilitated by creating strategic business units. A strategic business unit (SBU) represents a single business or grouping of related businesses. Each SBU will have its own unique mission, competitors, and strategy.

**Functional-Level strategy.** It seeks to answer the question: How do we support the business-level strategy? For organizations that have traditional functional departments such as manufacturing, marketing, etc., these strategies need to support the business-level strategy. Once the business-level strategy is made, all the functional departments are expected to make their respective strategy to support and facilitate the implementation of the business-level strategy.

## **Guidelines for Effective Strategic Management**

Failing to follow certain guidelines in conducting strategic management can foster criticisms of the process and create problems for the organization.

An important guideline for effective strategic management is open-mindedness. The willingness and eagerness to consider new information, new viewpoints, new ideas, and new possibilities is

essential. All organizational members must share a spirit of inquiry and learning.

Interaction is also considered vital to effective strategic management. Interaction can enable firms to turn on their managers and employees by nurturing them, sharing organizational objectives with them, empowering them to help improve the product or service, and recognizing their contributions. It's essential that divisional and functional managers be involved as much as possible in strategy-formulation activities. Of equal importance, strategists should be involved in strategy-implementation activities.

It is of equal importance to foster ethics culture. Business ethics can be defined as principles of conduct within organizations that guide decision making and behavior. Good business ethics is a prerequisite for good strategic management; good ethics is just good business! An ethics "culture" needs to permeate organizations.

*The strategic-management process* can be described as an objective, logical, systematic approach for making major decisions in an organization. Yet, it is not a pure science that lends itself to a nice, neat, one-two-three approach. Based on past experiences, judgments, and feelings, intuition is essential to making good strategic decisions. Effective strategic management should be based on integrating intuition and analysis in decision making. Choosing an intuitive or analytic approach to decision making is not an either-or proposition. Analytical thinking and intuitive thinking complement each other.

*The strategic-management process is an objective, logical, systematic approach for making major decisions in an organization.*

## Key Terms

strategic management	战略管理
high-performing firms	业绩突出的公司
division	部门
levels of strategy	战略层次
hierarchical levels	等级层次
corporate-level strategy	公司总体战略
business-level strategy	公司业务战略
functional-level strategy	职能部门战略
cross-functional	跨部门的
expand operation	扩大经营
takeover	接管, 接收
mobilize	动用
complacent organization	满足现状的公司
business ethics	商业道德

## New Words

crisis /'kraɪsɪs/	n.	a period of great danger, difficulty, or uncertainty 危机
monitor /'mɒnɪtə/	vt.	to watch or listen to carefully over a certain period of time for a special purpose 监控; 控制
magnitude /'mæɡnɪtjuːd/	n.	greatness of size or importance 巨大; 重要性
astute /əs'tjuːt/	adj.	clever and able to see sth. that is to one's advantage 敏锐的; 精明的
survey /'səːveɪ/	n.	a general study of conditions or opinions by asking people questions 调查
fluctuation /ˌflʌktju'eɪʃən/	n.	continual and frequent change 波动; 动荡
tangible /'tæŋdʒɪbəl/	adj.	concrete; which can be felt by touch 有形的
enhance /ɪn'hɑːns/	vt.	raise; make sth. higher 提高
respective /rɪ'spektɪv/	adj.	of or for each one; particular and separate 各自的
nurture /'nʌ:tʃə/	vt.	foster, develop 培养
prerequisite /pri:'rekwɪzɪt/	n.	sth. that is necessary before sth. else can happen 先决条件

## Phrases and Expressions

1. be involved in – become related to sth. 牵涉; 卷入
2. adapt to – change in order to suit 调节以适应
3. aim at – set sth. as the goal 以...目标
4. over the long run – after a period of time; in the end 最终; 最后
5. turn on – make sb. get excited or interested in sth. 引起对...的兴趣

## Notes

1. Hence the strategic management. 从而产生了战略管理。这是一种特殊句型。hence 引导一名词短语组成一个独立句。如: Hence the name Cambridge. 译成“从而取名为剑桥”。
2. multiple “多种, 多样”。前缀 multi-意为“多种”(multilateral, multinational)。表示数字的前缀还有 mono- “一”(monologue, monopoly); bi-, di-, du- “二”(bicycle, dialogue, duplicate); tri- “三”(tricycle, triplicate); quadri- “四”(quadrilateral); semi- “一半”(semi-final); 和 centi-, cent- “一百; 一百分之一”(century, centimeter)。



## Reading Passage B

### Strategy in Action

Alternative strategies<sup>1</sup> that an enterprise can pursue can be categorized into thirteen actions. All those actions, if ingeniously and properly applied, may serve as useful tools in strategic management. The thirteen actions may be classified into four types — integration strategies, intensive strategies, diversification strategies, and defensive strategies.

1. alternative strategies: 可供选择的战略方案。

#### Integration Strategies

Integration strategies, sometimes also referred to as vertical integration strategies, comprehend three actions—forward integration, backward integration, and horizontal integration. Those strategies allow a firm to gain control over distributors, suppliers, and/or competitors.

**Forward Integration.** Forward integration involves gaining ownership or increased control over distributors or retailers. An effective means of implementing forward integration is franchising. Businesses can expand rapidly by franchising because costs and opportunities are spread among many individuals. Approximately 2,000 companies in about 50 different industries in the United States use franchising to distribute their products and services.

**Forward integration** involves gaining ownership or increased control over distributors or retailers.

**Backward Integration.** Backward integration is a strategy of seeking ownership or increased control of a firm's suppliers. This strategy can be especially appropriate when a firm's current suppliers are unreliable, too costly, or cannot meet the firm's needs. At present, three ways are considered as adoptable: to use the recyclable packages; to outsource, i.e. companies use outside suppliers, shop around, play one seller against another, and go with the best deal; and to reduce their number of suppliers and demand higher levels of service and quality from those they keep.

**Backward integration** is a strategy of seeking ownership or increased control of a firm's suppliers.

**Horizontal Integration.** Horizontal integration refers to a strategy of seeking ownership of or increased control over a firm's competitors. It is commonly used as the growth strategy. Mergers, acquisitions and takeovers among competitors allow for increased economies of scale and enhanced transfer of resources and competencies.

**Horizontal integration** refers to a strategy of seeking ownership of or increased control over a firm's competitors.