

20世纪世界名人丛书

SHANG HAI BO JI

# 商海

英汉对照读物  
搏击

朱务诚 主编



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上海交通大学出版社

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20世纪世界名人丛书  
第2卷

英汉对照读物——20世纪世界名人丛书

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## 内 容 提 要

本书介绍了 20 位具首创精神的商业、企业界奇才,如汽车制造业的亨利·福特、传媒业的戴维·萨尔诺夫、迪斯尼乐园的缔造者沃尔特·迪斯尼以及软件强人比尔·盖茨等。他们对 20 世纪人类生活和经济发展的贡献与影响远远超过了他们生活的时代和从事的事业。

本书是英汉对照读物,所选文章生动、活泼,趣味性极强;译文准确,可帮助读者深入领会原文的精妙之处。此外,本书对文中提到的人物、事件及阅读难点均作了注释。

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## 前 言

岁月不居，倏忽如白驹过隙，20世纪转瞬即逝。对于人类来说，20世纪是那样地激奋人心，虽然也有让我们陷于浩劫的恐怖岁月，但它总是充满魅力，摄人心魄。诚然，公元15世纪也可算是卓尔不凡：席卷全欧洲的文艺复兴运动正处鼎盛时期，而西班牙的宗教裁判所亦以残暴手段迫害异端，德国金匠谷登堡造出了印刷机，波兰天文学家哥白尼开始构想以太阳为宇宙中心的日心说，意大利航海家哥伦布将欧洲文化远播至南、北美洲。当然，还有传说中的耶稣生存和死亡的公元1世纪，耶稣基督对世界文明所产生的影响再怎么估量都不会太过分。再向前追溯，公元前5世纪，尽管世界在整体上还十分荒昧，但埃斯库罗斯、索福克勒斯、苏格拉底和柏拉图这些耀眼的精神星座，却使那一时期在整个人类文明史上熠熠发光。但是，我们生活在20世纪的人，也许可以毫不夸张地申言，这个世纪是人类全部有记载历史的岁月中最重要、最神奇、发展最迅速的四五个世纪中的一个。

回眸20世纪的成就，我们可信手拈来：人类成功地分裂了原子，发明了爵士乐和摇滚乐，飞机上了天，人类登上了月球，创立了广义相对论，发明了晶体管，并将数百万个晶体管植入了微晶片，发现了青霉素以及脱氧核糖核酸(DNA)的结构。我们打倒了法西斯主义。20世纪还见证了电影和电视的发明，高速公路四通八达，电话线和互联网连接起了整个世界。最重要的是，人类成功地避免了毁灭自己。

俯仰百年之间，环顾四海之内，一时多少豪杰：有到达芬兰车站的列宁，绝食抗英的甘地和嘴叼雪茄的温斯顿·丘吉尔，也有铜号大师路易斯·阿姆斯特朗和挥舞着手杖的查理·卓别林，还有埋首书斋的爱因斯坦和“埃德·沙利文节目”中的披头士乐队。这些人均在各自的领域中创造了登峰造极的业绩。

《20世纪世界名人丛书》是英汉对照读物,分为《学界泰斗》、《艺坛巨擘》、《商海搏击》和《传奇人生》四册,辑录了20世纪中全球各领域最有影响力的名人奇才,叙述了他们的行止踪迹和非凡成就。编者在编撰过程中参阅了英语国家的一些主要报章杂志的材料,因此,我们从中可一窥西方国家读者的某些社会文化价值取向。

编撰本丛书的目的既是让中国读者了解一些在世界上其他地方发生的事情,但更重要的则是让学习英语的读者接触一些当今最新的语言现象。语言是一直在变化的,英语也一直在变。但遗憾的是,现今一般英语教科书挑选的课文大多是与我们的时代相隔甚远的文章,而且词典的编写也远远赶不上语言的发展。本丛书编入的都是最新的英语材料,文章中有不少新词汇、新结构,可以部分地弥补这个缺憾。

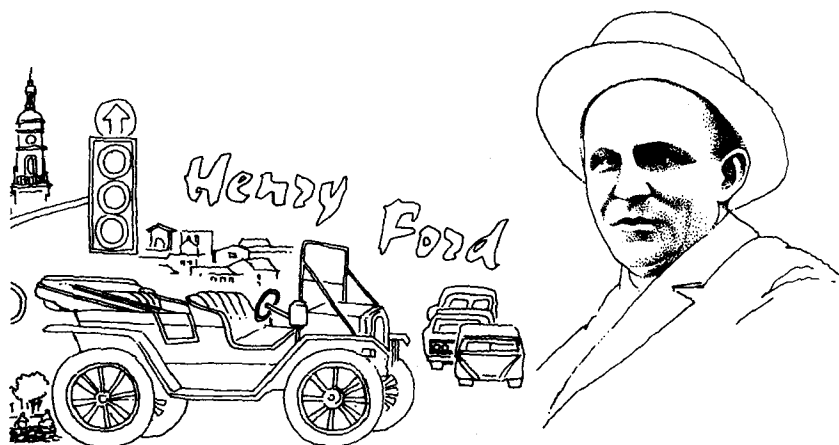
《20世纪世界名人丛书》编委会由周国强、俞理明、陈德民和朱务诚组成。《商海搏击》由朱务诚主编,并得到美国专家 Karen Gainer、John Whitefield 以及钟循和何颖杰先生的帮助。

编者在编撰过程中虽经仔细查找和核对资料,反复推敲和修改译文,并对疑难处加以注释,力求尽善尽美,但囿于学识和时间,书中倘有疏漏失当之处,亟盼识家指正。

上海交通大学英语系

周国强

2000年8月



## Henry Ford

- |   |                                      |
|---|--------------------------------------|
| <i>Born July 30, 1863, near Dearborn, Mich.</i>                             | 1863年7月30日出生于密执安州的迪尔伯恩附近             |
| 1879-1902 <i>Works in machine shops and builds various cars and engines</i> | 1879~1902年在机械加工车间工作,制造各式各样的汽车和发动机    |
| 1903 <i>Forms Ford Motor</i>  | 1903年成立福特汽车公司                        |
| 1908 <i>Debuts the Model T, an affordable, instant hit</i>                  | 1908年T型发动机小汽车首次投入市场,成了大家都买得起、一炮打响的汽车 |
| 1913-1914 <i>Introduces assembly line and \$5 daily wage</i>                | 1913~1914年间引进汽车装配线并实行日薪5美元的制度        |
| 1918 <i>Narrowly loses campaign for U.S. Senate</i>                         | 1918年竞选美国参议员,因差几票而落选                 |
| 1936 <i>Establishes the Ford Foundation</i>                                 | 1936年建立福特基金会                         |
| 1941 <i>Reluctantly agrees to union presence at Ford</i>                    | 1941年不情愿地同意了在福特公司成立工会                |
| 1947 <i>Dies April 7 at Fair Lane, his estate</i>                           | 1947年4月7日死于费尔道,自己的庄园内                |

## Driving Force: Henry Ford

*He produced an affordable car, paid high wages and helped create a middle class. Not bad for an autocrat.*

The only time I ever met Henry Ford, he looked at me and probably wondered, “Who is this little s. o. b. fresh out of college?” He wasn’t real big on<sup>®</sup> college graduates, and I was one of 50 in the Ford training course in September 1946 , working in a huge drafting room at the enormous River Rouge plant near Detroit.

One day there was a big commotion at one end of the floor and I walked Henry Ford with Charles Lindbergh. They walked down my aisle asking men what they were doing. I was working on a mechanical drawing of a clutch spring (which drove me out of engineering forever), and I was worried that they’d ask me a question because I didn’t know what the hell I was doing—I’d been there only 30 days. I was just awestruck by the fact that there was Colonel Lindbergh with my new boss, coming to shake my hand.

The boss was a genius. He was an eccentric. He was no prince in his social attitudes and his politics. But Henry Ford’s mark in history is almost unbelievable. In 1905, when there were 50 start-up companies a year trying to get into the auto business, his backers at the new Ford Motor Co. were insisting that the best way to maximize profits was to build a car for the rich.

But Ford was from modest, agrarian Michigan roots. And he thought that the guys who made the cars ought to be able to afford one themselves so that they too could go for a spin on a Sunday afternoon. In

## 开路先锋——亨利·福特

他生产了一种人人买得起的汽车，支付了高薪，并帮助创造了一个中产阶级。对一个独断独行者来说这真还不错呢。

我和亨利·福特只见过一面，当时他看着我，或许在想：这个刚从大学毕业的狗娘养的小子是谁？他不是很喜欢大学毕业生，1946年9月，我是福特公司培训班的50个学员之一，在底特律附近那个巨大的红河工厂里的一个很大的制图室里工作。

一天从楼面的另一端传来巨大的喧闹声，接着亨利·福特和查尔斯·林德伯格走了进来。他们沿着我这边的走道走来，向人们询问他们在干什么。我正在画离合器弹簧的机械制图（它把我永远地赶出了工程师这个行业），我很担心他们会问我问题，因为我根本不知道我在干什么——我在那里只呆了30天。林德伯格上校和我的新老板在一起，马上要过来和我握手了，这件事顿时使我感到畏怯。

老板是个天才，也是一个怪人。在社交风度及玩弄权术方面他决不是一个在行的人。但是亨利·福特在历史上的影响简直令人难以相信。在1905年时，每年有50个企图打进汽车行业的公司开业，支持他开办新福特汽车公司的人坚持认为获得最大利润的最佳方法是为富人造车。

但福特的出身是密执安一家收入不多的农民家庭，因此他认为：造车的人自己也应当买得起汽车，这样他们也能在星期日下午去乘车兜风。福特没听赞助人的话，最终用他的独特方式把他们的股份全部买了下来。



typical fashion, instead of listening to his backers, Ford eventually bought them out.

And that proved to be only the first smart move in a crusade that would make him the father of 20th century American industry. When the black Model T rolled out in 1908, it was hailed as America's Everyman car—elegant in its simplicity and a dream machine not just for engineers but for marketing men as well.

Ford instituted industrial mass production, but what really mattered to him was mass consumption. He figured that if he paid his factory workers a real living wage and produced more cars in less time for less money, everyone would buy them.

Almost half a century before Ray Kroc sold a single McDonald's hamburger, Ford invented the dealer-franchise system to sell and service cars. In the same way that all politics is local, he knew that business had to be local. Ford's "road men"<sup>®</sup> became a familiar part of the American landscape. By 1912 there were 7000 Ford dealers across the country.

In much the same fashion, he worked on making sure that an automotive<sup>®</sup> infrastructure developed along with the cars. Just like horses, cars had to be fed—so Ford pushed for<sup>®</sup> gas stations everywhere. And as his tin lizzies bounced over the rutted tracks of the horse age, he campaigned for better roads, which eventually led to an interstate-highway system that is still the envy of the world.

His vision would help create a middle class in the U. S. , one marked by urbanization, rising wages and some free time in which to spend them. When Ford left the family farm at age 16 and walked eight miles to his first job in a Detroit machine shop, only 2 out of 8 Americans lived in the cities. By World War II that figure would double, and the affordable Model T was one reason for it. People flocked to Detroit for jobs, and if they worked in one of Henry's factories, they could afford one of his cars—it's a virtuous circle, and he was the ringmaster. By the

结果证明那举动仅是他成为 20 世纪美国工业之父的奋斗中的第一个英明行动。当黑色 T 型福特车在 1908 年大量生产时，它赢得了人们的欢呼，被誉为美国老百姓的车——简洁、精美，因此它不仅是工程师而且也是营销人员的梦之车。

福特开创了大规模工业生产，但对他来说真正要紧的是大规模消费。他认为如果能给工人支付基本生活工资，并在较少的时间里生产更多的汽车，而且卖得更便宜的话，那么人人都会买车了。

在雷·克罗克售出第一个麦当劳汉堡包前差不多半个世纪，福特已创立了销售、维修汽车的特约经销商制度。和所有的政治事务都是立足地方一样，他知道做生意也须立足地方。福特的旅行推销员成了人们很熟悉的美国陆上风景。到 1912 年时，福特已有 7000 个遍布全国的经销商。

几乎如出一辙，他也致力于确保配套的基础设施与汽车一起发展，汽车就像马一样也要喂，所以福特坚持要求到处都要建加油站。因此，当他的老式福特车在马车时代建造的有车辙的道路上颠簸时，他就发起要建造更好的道路的运动——这最终导致了州际公路系统的诞生，它至今还是令全世界羡慕的东西。

他的远见卓识对中产阶级在美国的诞生助了一臂之力，这是个以城市化、不断增加工资并有能花费这些工资的空闲时间为特征的阶级。当福特 16 岁离开家庭农场，走了 8 英里路，在底特律的一个机械加工车间找到第一个工作时，每 8 个美国人中只有两个住在城里。到第二次世界大战爆发时这个数字已翻了一番，人们买得起 T 型福特车就是其原因之一。人们涌向底特律去找工作，而且如果他们能在亨利的工厂工作，他们就能买得起他的汽车——这是个良性循环，而他就是操纵策划者。1927 年停止生产 T 型小汽车时，已有 1500 多万辆或占全球总量一半的汽车售出。

time production ceased for the Model T in 1927, more than 15 million cars had been sold—or half the world's output.

Nobody was more of an inspiration to Ford than the great inventor Thomas Alva Edison. At the turn of the century Edison had blessed Ford's pursuit of an efficient, gas-powered car during a chance meeting at Detroit's Edison Illuminating Co., where Ford was chief engineer. (Ford had already worked for the company of Edison's fierce rival, George Westinghouse®.)

After the Model T's enormous success, the two visionaries® from rural Michigan became friends and business partners. Ford asked Edison to develop an electric storage battery for the car and funded the effort with \$1.5 million. Ironically, despite all his other great inventions, Edison never perfected the storage battery. Yet Ford immortalized his mentor's inventive genius by building the Edison Institute in Dearborn.

Ford's great strength was the manufacturing process—not invention. Long before he started a car company, he was an inveterate tinkerer®, known for picking up loose scraps of metal and wire and turning them into machines. He'd been putting cars together since 1891. Although by no means the first popular automobile, the Model T showed the world just how innovative Ford was at combining technology and markets.

The company's assembly line alone threw 'America's Industrial Revolution into overdrive. Instead of having workers put together the entire car, Ford's cronies, who were great tool—and diemakers® from Scotland, organized teams that added parts to each Model T as it moved down a line. By the time Ford's sprawling Highland Park plant was humming along in 1914, the world's first automatic conveyor belt could churn out® a car every 93 minutes.

The same year, Henry Ford shocked the world with what probably stands as his greatest contribution ever: the \$5-a-day minimum-wage

给福特最大激励的人当为伟大的发明家托马斯·阿尔瓦·爱迪生。本世纪初，当爱迪生在底特律的爱迪生照明公司与福特邂逅时——福特是公司的总工程师（福特曾在爱迪生最激烈的竞争对手乔治·威斯汀豪斯公司工作过）——爱迪生对福特进行的以汽油为动力的高效汽车的研究表示了祝福。

T型车获得了巨大成功后，这两位来自密执安乡村的传奇人物不但成了至交而且还成了生意上的合伙人。福特请爱迪生为他的汽车研制一种蓄电池，而且还为这个研究计划提供了150万美元的资金。

出乎意料的是，尽管爱迪生的其他发明都很伟大，他却从未能使这个蓄电池达到尽善尽美的地步。然而福特还是在迪尔伯恩建立了爱迪生大学，以使他导师的发明创造才能名垂千古。

福特的巨大力量来自生产过程，而非创造发明。在开办汽车公司之前很久，他已是一个锲而不舍的白铁匠了，并以捡拾零碎的金属和铁丝，再把它们拼装成机器而闻名。从1891年起，他一直在装配汽车。虽然T型福特车决不是第一辆大众化汽车，但它向世人显示了福特在把技术和市场结合起来的方面有怎样的创新精神。

福特公司单凭一条安装线就把美国工业革命推到了超速档。福特的好友们——那些来自苏格兰的了不起的机床维修和开模工们组织了一些班组，当T型车在流水线上移动时，这些班组就把一个个部件装到汽车上去，而非让工人去拼装整车。1914年，当福特在海兰·派克建造的向四周散乱地伸展的工厂发出嗡嗡的机器声时，这是世界上第一条自动传输带，它每隔93分钟就能生产一辆汽车。

同年，亨利·福特以很可能是他有生以来最伟大的贡献震惊了世界：每天最低工资为5美元的方案。那时汽车业的平均工资是上班9小时拿2.34美元。福特不仅使这工资

scheme. The average wage in the auto industry then was \$ 2. 34 for a 9-hr. shift. Ford not only doubled that, he also shaved an hour off the workday. In those years it was unthinkable that a guy could be paid that much for doing something that didn't involve an awful lot of training or education. The Wall Street Journal called the plan "an economic crime," and critics everywhere heaped "Fordism" with equal scorn.

But as the wage increased later to a daily \$ 10, it proved a critical component of Ford's quest to make the automobile accessible to all. The critics were too stupid to comprehend that because Ford had lowered his costs per car, the higher wages didn't matter—except for making it feasible for more people to buy cars.

When Ford stumbled, it was because he wanted to do everything his way. By the late 1920s the company had become so vertically integrated that it was completely self-sufficient. Ford controlled rubber plantations in Brazil, a fleet of ships, a railroad, 16 coal mines, and thousands of acres of timberland and iron-ore mines in Michigan and Minnesota. All this was combined at the gigantic River Rouge plant, a sprawling city of a place where more than 100000 men worked.

The problem was that for too long they worked on only one model. Although people told him to diversify, Henry Ford had developed tunnel vision<sup>®</sup>. He basically started saying "to hell with the customer," who can have any color as long as it's black. He didn't bring out a new design until the model A in '27, and by then GM<sup>®</sup> was gaining.

In a sense Henry Ford became a prisoner of his own success. He turned on some of his best and brightest when they launched design changes or plans he had not approved. On one level<sup>®</sup> you have to admire his paternalism. He was so worried that his workers would go crazy with their five bucks a day that he set up a "sociological Department" to make sure that they didn't blow the money on booze and vice. He banned smoking because he thought, correctly as it turned out, that tobacco was

翻了一番，而且还把每个工作日砍去了一小时。在那些年月里，一个人可以因为干某种不需很多培训或教育的事而拿到这么多钱简直是匪夷所思。《华尔街周刊》称这方案为一种经济犯罪，而且各地的批评家都对福特主义表示了同样的鄙视。

但是后来每日工资增加到了 10 美元，这个方案被证明是福特的追求——让所有的人都能得到汽车——的一个关键部分，这些批评家太愚蠢了，不能理解这一点：只要使让更多的人都能买得起汽车这个想法变得切实可行，高工资无所谓，因为福特已降低了汽车的成本。

福特也犯错误，这是因为他想让每一件事都按他的方式来做。到本世纪 20 年代末时，福特公司的垂直合并到了完全自给自足的程度了。福特控制了巴西的一些橡胶园、一个船队、一条铁路、16 个煤矿以及在密执安和明尼苏达州的几千英亩用材林地和几个铁矿。所有这一切都在巨大的红河工厂里结合了起来——该工厂已成了一个有 10 多万人工作的地方，一个向四周蔓延的城市。

问题出在他们只生产一种型号汽车的时间太长了。虽然人们告诉他要使汽车的品种多样化，但是亨利·福特已养成了井蛙之见。他大致上开始讲：“让顾客见鬼去吧！”只要车是黑色的，他们就会买黑色的车。在 1927 年推出 A 型福特车之前，他没拿出任何新设计，而这时通用汽车公司已取得了进展。

从某种意义上来说，亨利·福特被自己的成功囚禁了。当他一些最优秀的、最聪明的部下推出了没得到他批准的设计上的变化或计划时，他就会攻击他们。另一方面人们也不得不赞赏他的家长式统治。他非常担心他的工人一天赚 5 美元会变得头脑发昏，因此他建立了一个“社会问题部门”以确保他们不会把钱挥霍在酗酒等恶习上去。他禁止抽烟，因为他认为烟草对人体健康是有害的，正如后来事实所

unhealthy. "I want the whole organization dominated by a just, generous and humane policy," he said.

Naturally, Ford, and only Ford, determined that policy. He was violently opposed to labor organizers, whom he saw as "the worst thing that ever struck the earth," and entirely unnecessary—who, after all, knew more about taking care of his people than he? Only when he was faced with a general strike in 1941 did he finally agree to let the United Auto Workers organize a plant.

By then Alfred P. Sloan had combined various car companies into a powerful General Motors, with a variety of models and prices to suit all tastes. He had also made labor peace. That left Ford in the dust, its management in turmoil. And if World War II hadn't turned the company's manufacturing prowess<sup>®</sup> to the business of making B-24 bombers and jeeps, it is entirely possible that the 1932 V-8 engine might have been Ford's last innovation.

In the prewar years there was no intelligent management at Ford. When I arrived at the end of the war, the company was a monolithic<sup>®</sup> dictatorship. Its balance sheet was still being kept on the back of an envelope, and the guys in purchasing had to weigh the invoices to count them. College kids, managers, anyone with book learning was viewed with some kind of suspicion. Ford had done so many screwy things—from terrorizing his own lieutenants to canonizing Adolf Hitler—that the company's image was as low as it could go.

It was Henry Ford II who rescued the legacy. He played down his grandfather's antics, and he made amends with<sup>®</sup> the Jewish business community that Henry Ford had alienated so much with the racist attacks that are now a matter of historical record. Henry II encouraged the "whiz kids" like Robert McNamara and Arjay Miller to modernize management, which put the company back on track. Ford was the first company to get a car out after the war, and it was the only company

证明的那样，他是正确的，他说：“我想让一项公正、慷慨、有人情味的政策来主宰整个机构。

很自然，福特，只有福特才能决定这项政策。他激烈地反对工会组织者——他把工会组织者看作“地球上有史以来最坏的东西，”而且是完全没有必要的。毕竟，有谁能比他更了解如何来照顾他的下属呢？直到1941年面临大罢工时，他才最终同意联合汽车工人工会组织一个厂的工会。

此时阿尔弗雷德·P·斯隆已把几个汽车公司合并成强大的通用汽车公司——它有许多型号和不同价格的汽车以适应各种爱好。他还签订了劳资协议。此举使福特公司蒙受了耻辱并使它的管理层陷入混乱。如果二次大战没能把公司高超的生产技艺转到B-24型轰炸机和吉普车的生产上去的话，1932年的V-8型发动机就完全可能是福特公司最后一项发明创造。

在二次大战爆发前的年代里福特公司没有懂行的管理班子。当我在战争结束时来到公司时，福特公司是铁板一块的独裁王国。它的资产负债表写在信封的后背，而且采购人员不得不用称重量的方法来清点发票。人们会用某种怀疑的眼光来打量大学生、经理及任何有书本知识的人。福特做的荒谬事情是如此之多——从恐吓、威胁自己的助理到把希特勒捧为圣人——以至公司的形象跌到谷底了。

拯救他遗产的人是亨利·福特二世。他淡化了他祖父哗众取宠的行为，并向犹太商界作了赔礼道歉——亨利·福特曾对犹太商界进行了种族攻击，这些攻击不但大大地疏远了他与犹太商界的关系，以致现在还成为历史的记载。亨利二世鼓励诸如罗伯特·麦克纳马拉和阿杰伊·米勒之类的杰出人物实现管理现代化，这样使公司上了正轨。福特是战后第一个生产汽车的公司，而且是唯一真正有海外基



that had a real base overseas. In fact, one of the reasons that Ford is so competitive today is that from the very beginning, Henry Ford went anywhere there was a road—and usually a river. He took the company to 33 countries at his peak. These days the automobile business is going more global every day, and in that, as he was about so many things, Ford was prescient.

Henry Ford died in his bed at his Fair Lane mansion seven months after I met him, during a blackout caused by a storm in the spring of 1947. He was 83. The fact is, there probably couldn't be a Henry Ford in today's world. Business is too collegial<sup>®</sup>. One hundred years ago, Business was done by virtual dictators—men laden with riches and so much power they could take over a country if they wanted to. That's not acceptable anymore. But if it hadn't been for Henry Ford's drive to create a mass market for cars, America wouldn't have a middle class today.