

NEW SERIES OF TEXTBOOK FOR MBA

新编MBA系列教材

# 商务英语阅读教程

Business English Reading Course

主编 李明斐



大连理工大学出版社

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# 工商管理硕士 系列教材编委会

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# 序

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MBA 制度引入我国,始于 20 世纪 80 年代初。为适应改革开放的新形势,邓小平以无产阶级战略家的远见与胆识,早在 1978 年末访美时,就亲自向当时的美国总统卡特提出,由美方派遣管理教育专家来华,培训我国企业管理干部。此建议得到卡特及其继任里根与(老)布什总统的积极响应。大连理工大学有幸被双方选中为建立中美合作进行高级管理培训的单位,于 1980 年成立了“中国工业科技管理大连培训中心”,并被指定为引进美国管理理论、技术及教育制度的正式窗口。在中美合作的头五年,办起了学制为八个月的“厂长/经理讲习班”。它是按照 MBA 教育的框架设计的,涵盖 MBA 教育中所有的核心课程,是 MBA 制度的理念与实践引入我国之始。在实行这一制度时,数以千计的高级管理者都被现代管理理论与技术武装起来,分赴全国不同岗位,为推动我国企业的管理现代化发挥了重要作用。

中美在大连合作进入第二个五年的 1984 年,国家又决定在我校引入正式的 MBA 制度。在两国政府支持下,办起了大连理工大学与美国布法罗纽约州立大学合作的 MBA 班,于八年中共办了五期三年制的 MBA 班,培养了 216 名中国最早的 MBA 毕业生。

也就是在这一年,我们在整理美国教授讲学记录的基础上,以“中国工业科技管理大连培训中心”的名义,出版了一套国内最早、也是最全面的工商管理培训教材。该套教材一共 13 部,涵盖了现如今全国 MBA 教育指导委员会规定的全部核心课程。该套教材一经推出,就在社会上引起强烈反响,畅销至今,成为企业管理与政府经济管理部门干部培训的首选教材。

1998 年,考虑到国内 MBA 教育的需要,我院又倾全院 MBA 授课教师之力,编著出版了“MBA 系列教材”。这套教材推出之际,正是我国 MBA 教育大发展而自编教材明显滞后之时,它及时地填补了需求空缺,成为国内许多院校 MBA 教育的首选正式教材或辅助教材,在社会上也获得了很好的反响。

可以说,自编系列教材已经成为我院工商管理教育过程中继案例教学法之后形成的又

一个特色。

在 MBA 教学实践中我们逐渐体会到,虽然工商管理理论与实践经验中有很多内容具有世界性的普适性,但是不可否认,也有不少内容具有很强的国别性和文化性。仅就教材而言,就有很大的差别。国外教材内容广泛,但是不够精炼;思维与陈述方式西方化,而不合国人之习惯;例子与案例几近都是国外公司,国人难以产生共鸣;教材太厚,价格过高,学员负担较重。因此,即使在国外教材或原版或译作已经遍布国内书市的今天,出版我们国人自己编著的 MBA 教材仍然是很有意义的。而且我们相信,随着我国 MBA 教育的发展和质量的不断提高,在不远的将来,我国的 MBA 院校必将会更多地采用我们国人自编的教材。

基于这样的认识,考虑到我院原先编著出版的 MBA 系列教材已经上市使用了多年,并且这些年 MBA 的学员组成已经发生了明显的变化,国内 MBA 教育体系也几经变革,日渐成熟,我们决定重新组织 MBA 教师编著这套“新编 MBA 系列教材”。

当此时下,全球化风起云涌,网络技术飞速发展,信息与知识低成本广泛传播,谁再说我的教材体系最好、内容最新、如此等等,恐怕都难以开口了。因此我们想还是不一一罗列出这套教材有什么特色为好。我们向读者所能够承诺的就是,我们有一个志向,要编著出一套适合广大中国 MBA 学员的、适合有志于成为卓越管理者的读者的工商管理系列教材。

董大海 教授  
大连理工大学管理学院  
2005 年 3 月

# 前言

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报考工商管理硕士(MBA)专业的学生都具有一定的工作经验,他们大都希望通过MBA的学习,重整自己的知识体系,同时也利用宝贵的学习机会增强自己的英语应用能力,尤其提升在商务环境下的英语听说、阅读和基本写作能力。

《商务英语阅读教程》主要为MBA学生编写,也适合一般经济管理专业的研究生以及英语水平四级以上的经济管理专业的本科生。

本教程充分考虑了MBA学生的课程体系和知识体系,所选的英文文章大都与专业课程所涉及的内容相关,如“新惠普的诞生”、“安然丑闻”以及“减少‘非典’带来的经济损失”等。阅读与专业课程相关的英文文章,比较容易使学生增强学习英语的兴趣和信心,不仅使他们提高英语阅读能力,也促使他们运用工商管理综合知识思考管理中的现实问题。

所选的文章分成四个单元,即四个Unit,它们是Unit 1-Strategy and Marketing(战略与市场营销)、Unit 2-Accounting and Financing (会计与金融)、Unit 3-Economy and Laws (经济与法律)、Unit 4-Culture and Human Resources (文化与人力资源管理)。每个Unit有六篇课文。每一篇课文中包括内容提要、Warm Up、Text、单词与句子注释、Discussion和Extra Activity。本教程适合于一个学期的教学安排。

文章选编的原则是既有时事性,反映时代的特征,涉及近年来国际国内发生的大事;又有专业性,符合工商管理专业学生的特点。

本教程力求在编排格式上取得突破,注重格式新颖,使用方便。

李明斐  
2005年3月

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# Unit 1

The Essence of Strategy

A New Hewlett-Packard

One Country, Two Colas

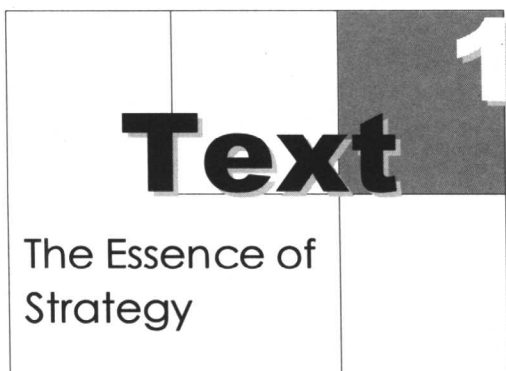
Turn Customer Input into Innovation

Seven-Step Decision Making Process

Five Company Principles Based on Behavioral Science

**Strategy and Marketing**

**战略与市场营销**



**Warm Up**

## Levels of Strategy

By Stephen P. Robbins & Mary Coulter

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. Moreover, these multi-business companies also have diverse functional departments such as finance and marketing that support each of their businesses. As a result, we need to differentiate between corporate-level, business-level, and functional-level strategy.

**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. At a company like PepsiCo, top management's corporate-level strategy integrates the strategies of its Pepsi, T-Up International, Taco Bell, Pizza Hut, KFC, and Frito-Lay divisions.

**Business-level strategy:** This strategy seeks to answer the question: How should we compete in each of our businesses? 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. This distinguishes an SBU from the other businesses of the parent organization. The SBU concept of planning separates business units based on the following principles:

(1) The organization is managed as a “portfolio” of businesses, each business unit serving a clearly defined product and market segment with a clearly defined strategy.

(2) Each business unit in the portfolio develops a strategy tailored to its capabilities and competitive needs but consistent with overall organization’s capabilities and needs.

(3) The total portfolio is managed to serve the interests of the organization as a whole — to achieve balanced growth in sales, earnings, and asset mix at an acceptable and controlled level of risk.

**Functional-level strategy:** This strategy seeks to answer the question: How do we support the business-level strategy? For organizations that have traditional functional departments such as manufacturing, marketing, human resources, research and development, and finance, these strategies need to support the business-level strategy. For instance, when PepsiCo’s Taco Bell unit decided to open a new chain of full-service, Mexican-style restaurants, its marketing department developed a promotional strategy for the new concept, the research and development department created new product selections for the restaurants, and the human resources department developed new training programs for the management teams that would staff the new facilities.

*From: Management (5<sup>th</sup> edition) by Prentice Hall*

Text

## The Essence of Strategy

### 战略精髓

By Tom Brown

#### 内容提要:

对于一个企业的发展而言,战略规划要比高层管理者的直觉更加有意义。虽然战略性的思考并不能避免企业犯这样那样的错误,但是它至少可以保证企业发展的方向大体上是正确的。一些企业在制定战略时出现错误,这通常是因为管理者没能充分理解、分析对企业发展能力和机会有影响的因素。那么,什么才是战略的本质?企业制定战略时需要考虑哪些问题呢?

It felt like I was reliving a scene from a grade-B movie. There I was, during last December's holiday crunch, standing amid a dozen or more seething parents all clamoring to get just one Nintendo 64 game for their kids. Attempts to grasp or clutch a new shipment of this winning toy were futile for many of us: There were none available.

After a couple of years hinting that it would start selling a successor to its super-successful basic Nintendo units (which sold 40 million units in the 1980s), Nintendo started shipping its "N64" units toward the end of summer. But during the first weeks of December, the quality of Nintendo's strategic planning had to be in serious doubt, even if its new product was a blowout success.

In my local stores, all "N64" shelves were bare of products: Neither the interactive computer toy nor any of its accompanying games or accessories were avail-

able—for weeks! One Toys “R” Us customer-service clerk told me that he had more than 300 deposits from customers waiting for the interactive computer starter set to arrive. A Kmart salesperson told me that a shipment of 30 games received one Thursday evening was reduced to one game by noon the next day. An e-mail message sent to a major video-game store in the Southeastern United States yielded a quick “regrets” in return. “Sorry that we couldn’t be more help to you, but those darn 64 games are flying off the shelves faster than anyone can keep up,” zapped the salesman in reply. I sensed he was shaking his head in disbelief as he wrote the words. He must have been thinking, “Can’t sell a product I don’t have!”

Ultimately, my 12-year-old was the lucky recipient of relentless searching by her weary parents; it turned out to be an “N64” holiday for her, after all. But the strategic question remains for the rest of us to think about: How did consumer demand and manufacturer’s supply get so **out of whack**<sup>1</sup>, especially during such a critical buying-and-selling season?

If the management at Nintendo is like that at a lot of other corporations, it may be because the concept of “strategic planning” is fraught with misunderstanding. Strategic thinking is, for all its glamour, still a mystic art in most companies I visit. Too often, the strategic plan that a company follows comes down to one senior executive’s **hunch**<sup>2</sup> about what to produce, how to sell it and how much to ship. Business schools have been teaching the subject for years, and with dense textbooks and numerous articles and journals dedicated to the subject, now is as good a time as any to ask a simple question: Why is strategic planning so darn hard to **pull off**<sup>3</sup> successfully?

To be sure, there are a few oft-quoted reasons that strategic planning seems to be clumsy and ineffective, especially inside the large corporation. Executives have complained that much of the strategic planning schol-

1. out of whack:

if a system, machine, etc, is out of whack, the parts are not working together correctly 系统、机器等的部分工作不正常

2. hunch:

[ˈhʌntʃ] n.  
ideas based on intuition or instinct and not on evidence 基于直觉的想法

3. pull off:

to succeed in doing sth difficult 做成某难事

## BRIEFCASE

Despite many misstarts, large companies have just not gotten a handle on strategic planning. What most companies try to pass off as strategic planning are amateurish attempts that end in too much paper. They don't realize the power that can be leveraged by diagramming the right direction to proceed.

## 4. cumbersome:

['kʌmbəsəm] adj.

slow and inefficient

迟缓而缺乏效率的

## 5. ponderous:

['pɒndərəs] adj.

slow and awkward

because of great weight 笨重的

## 6. It's as ... embrace.

一些公司的战略设计过程的目的好像只是做出一份需要6个三寸大的活页夹才能装下的计划。

## 7. guru:

['ɡʊrʊ:] n.

respected and influential teacher or authority (受尊敬的、有影响力的)教师或权威

## 8. inextricably:

[in'ekstri:kəbli] adv.

so closely linked that separation is impossible 无法分开地

arship to date is aimed at “ground zero” companies: startups playing in an open field that don't need to regard the intricacies of the corporate world. Others have said that too many people are involved in their company's strategic planning process; others argue that not enough people are. I've lost track of how many managers have said that the strategic planning process inside their companies is too **cumbersome**<sup>4</sup>, too **ponderous**<sup>5</sup>, to be effective. **It's as if the goal of some corporate strategic planning processes is only to produce a plan requiring six 3-inch binders to embrace**<sup>6</sup>. An impressive set of documents? Yes. Such planning muscle answers the question of “Where's the sheaf?” But the “beef” has too often been lost before the real competitive game has started.

Even Michael Porter, the Harvard-based **guru**<sup>7</sup> whose fame is **inextricably**<sup>8</sup> linked to the word “strategy” (He's the one who wrote three books on the subject, totaling more than 1200 pages.), felt compelled to write in the November-December 1996 issue of *Harvard Business Review* an article titled, simply, “What Is Strategy?”

The reason such a starting point question needs to be asked now seems to be Professor Porter's lament that companies are failing to “distinguish between operational effectiveness and strategy.” He claims that management tools, such as total quality management, benchmarking and time-based competi-

tion have supplanted genuine strategic thinking. Quite true—but then Porter goes on to lay out a **convoluted**<sup>9</sup> blueprint diagramming strategic analysis in infinite detail.

The essence of strategy, however, seems to me much simpler. It can be represented, at heart, by the formula “O/C”: opportunity divided by capacity. **Each and every time I have personally witnessed a strategic misstep or blowout, it has invariably come down to managerial leaders not fully discussing and understanding the basic factors most affecting either opportunity or capacity.**<sup>10</sup> They often don’t accurately read the most elementary strategic compass.

### What’s Your Opportunity—Really?

Having sat in meetings with managers blathering about the “incredible strategic window” that was about to open in the market place, I can attest to the reality of organizational hypnosis. As flipcharts and overheads flash, with pie charts invariably showing the manager’s company capturing huge market share with staggering profit margins, it is disturbing to watch senior executives and junior managers alike grow starry-eyed at the sheer prospect of a strategic thunderbolt emanating from their factories and warehouses.

Opportunity analysis is simply the thinking through of how a company will obtain return for moving in a strategic direction.

One business financier, Victor Palmieri, made an **astute**<sup>11</sup> observation about this somewhat routine corporate event: “Strategies are okayed in boardrooms that even a child would say are bound to fail.” Said Palmieri, “The problem is, there is never a child in the boardroom.” What this financier was driving at was the failure of management to ask five penetrating questions that everyone signing off on a new strategic thrust should be able to answer identically.

#### 9. convoluted:

[ˈkɒnvəlʊtɪd] adj.  
complicated and difficult to follow 复杂的,费解的

#### 10. Each ... capacity.

每次我亲眼目睹一个战略方面的错误或说是失误,它都无一例外地可归结为是由于处于管理地位的领导者没有全面地讨论和理解能够影响机遇或生产能力的基本因素而造成的。

#### 11. astute:

[əˈstju:t] adj.  
clever and quick at seeing how to gain an advantage 精明的,机敏的,狡诈的



***(1) Is this a new product/service or a product/service enhancement?***

A company must be sure how to position a new strategic initiative in the minds of those who will be buying it. For a new product, a customer asks, "Why should I want it?" For an enhancement, a customer needs to know, "What does this new product/service provide that I don't already have?"

***(2) Are we seeking new, expanded or leveraged customers?***

A company must be able to discern its "customer target," whether it is seeking people who have never done business with the company before, whether it is trying to get more customers just like the ones it already has, or whether it is trying to take its existing customer base and balloon the amount of business it already does with this population.

***(3) Is it our design to create a new corporate image—or are we trying to advance our existing image?***

Every company of any size at all has an image in the marketplace, whether it strives to compete on size, quality, price, speed or other special traits. Any proposed strategic launch must clearly establish a new face to the market, or support the image of the company that customers already have.

***(4) Does this strategy support an existing product/service line—or is this an attempt to manage value migration?***

Countless companies have been stung by coming out with a better manual typewriter just as the world was migrating to computers. Managers must be precise whether their existing lines of business are being supported, expanded or abandoned by a new initiative.

***(5) Where and when will the market potential of this new product/service be realized?***

A product destined to make "millions" is still a