



MARKET LEADER

a new language course for tomorrow's business leaders

体验[®]商务英语

国际管理读本

International Management

Adrian Pilbeam

《体验商务英语》改编组



高等教育出版社
Higher Education Press



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江苏工业学院图书馆
藏书章



高等教育出版社
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图字: 01-2005-3338 号

Market Leader: International Management © Pearson Education Limited 2000.

This edition of *Market Leader: International Management* is published by arrangement with Pearson Education Limited.

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仅限于中华人民共和国境内(但不允许在中国香港、澳门特别行政区和中国台湾地区)销售发行。

图书在版编目(CIP)数据

体验商务英语国际管理读本/(英)皮尔比姆(Pilbeam, A.);《体验商务英语》改编组. —北京:
高等教育出版社, 2006. 12

书名原文: Market Leader International Management

ISBN 7-04-018941-0

I. 体... II. ①皮...②体... III. 商务-英语-阅读教学-高等学校-教材 IV. H319.4

中国版本图书馆 CIP 数据核字(2006)第 146834 号

出版发行	高等教育出版社	购书热线	010-58581118
社 址	北京市西城区德外大街 4 号	免费咨询	800-810-0598
邮政编码	100011	网 址	http://www.hep.edu.cn
总 机	010-58581000		http://www.hep.com.cn
经 销	蓝色畅想图书发行有限公司	网上订购	http://www.landaco.com
印 刷	北京中科印刷有限公司		http://www.landaco.com.cn
		畅想教育	http://www.widedu.com
开 本	850×1168 1/16	版 次	2006 年 12 月第 1 版
印 张	7	印 次	2006 年 12 月第 1 次印刷
字 数	200 000	定 价	16.00 元

本书如有缺页、倒页、脱页等质量问题,请到所购图书销售部门联系调换。

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物料号 18941-00

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高等教育出版社打击盗版办公室

邮 编：100011

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前言

为了迎接入世挑战,满足高等院校学生和广大英语爱好者学习商务英语的需求,高等教育出版社引进了培生教育出版集团出版的 *Market Leader* 和 *Powerhouse* 系列教材,并将这两套教材改编为《体验商务英语》系列教材。《体验商务英语》系列教材由《综合教程》、《同步练习》、《听说教程》、《视听说》、《教师用书》、《商务英语语法》、扩展阅读系列以及配套的录音和录像组成。该系列教材为学习者提供了全新的学习方式,即在体验中学习商务英语,进而提高运用英语进行商务交际的能力。

《体验商务英语》系列教材具有全球化视野和时代特色,其特点主要表现在以下几个方面:

将国际商务活动的真实内容引入课堂教学,体验真实的商务世界。本系列教材为商务英语教学提供了大量真实、生动的素材,使学生在掌握语言技能的同时,了解现代国际商务的现状,以达到在体验商务中学习语言、提高商务交际能力的目的。这一特色反映在选材上是丰富多彩的国际商务内容,涉及现代市场经济条件下商务活动的各个方面和时代课题,如全球化、国际营销、技术创新、营销策略、企业文化、市场竞争、经营风险、危机管理、电子商务等等。

角色扮演和案例学习将体验式学习引向深入。本系列教材的突出特色是任务式、体验式的教学活动设计。《综合教程》的每个单元都有角色扮演和案例学习等交际任务。每个交际任务都以真实的商务交际情景为参照,交际任务目标明确,鼓励学习者在完成交际任务的过程中复用所学语言知识,提高交际能力,将自己的经历和观点融入交际活动之中。

教学设计严谨,为体验式学习打好基础。《综合教程》的每个单元通过讨论与学习者相关的话题导入教学。然后是相关商务词汇、听力和阅读、语法和商务技能的学习。中间穿插形式多样的任务活动。最后,在充分学习、掌握相关内容和技能的基础上,进行案例学习和商务写作练习。整体编排层层递进,前面的学习为角色扮演、案例学习等实践型交际训练打下了基础。

教学资源丰富,为体验式教学提供有力支持。《综合教程》、《听说教程》和《视听说》主要供课堂教学使用。配套录音和录像(包括短片、著名企业家访谈等)提供了生动的视听素材,可供课堂教学或补充学习使用。

从学习者的需求和兴趣出发编写,使体验式学习更方便。《综合教程》中的主题全部在师生中广泛调研的基础上精心挑选,反映了大部分学习者的需要和兴趣,可激发学生进一步学习、探索。

《体验商务英语》扩展阅读系列包括《银行与金融读本》、《商法读本》和《国际管理读本》,旨在扩大相关领域的阅读量,让学习者了解相关知识,掌握相关词汇。同时掌握基本阅读技巧。《国际管理读本》涵盖了四方面内容:一是商业战略,如公司结构、企业全球化和跨国合并;二是公司文化,如全球性职业发展和国家间管理态度的差异;三是人力资源,如人员招聘、筛选和跨文化培训;四是国际经理人,如跨国管理本地化、成为最高管理者的方法、海外就职以及海外就职后归国。

本教材课文大部分选编自英国《金融时报》等报刊,文章短小精悍,贴近实际,具有很强的时代感和实用价值,便于学习者理论联系实际,提高其学习管理英语和知识的兴趣。

本教材每单元的练习包括:课文前练习,每课两题,目的是帮助学习者对课文内容有一个初步

的认识或了解，并借此引起学习者阅读课文的兴趣；课文后练习，编有形式多样的词汇、短语、术语等练习，还配有二至四个思考题。书后附有自测题。改编组对有关术语、词汇增补了英语和中文注释，提供了文章中难句的译文。相信这些一定能方便学习者的学习，提高学习效果。

《体验商务英语》扩展阅读系列可以与《综合教程》3、4册配套使用，也可以单独使用。本书适合高等院校英语专业低年级、管理专业高年级等本专科学习者使用。

本书改编可能存在的不足之处，欢迎广大读者批评、指正。

改编组
2006年9月

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Company structure

Before you read

Discuss these questions.

- 1 How many different ways of organising or structuring a company can you think of?
Think about departments, products and markets.
- 2 If you work for a company or organisation, how would you describe the company structure?

Reading tasks

A Understanding main points

Read the text on the opposite page about the different ways in which companies are organised and answer these questions.

- 1 Four main kinds of organisational structure are described in the article. What are they?
- 2 Is one kind of organisational structure more common than the others?
- 3 When did 'delayering' take place?
- 4 What were the reasons for delayering and what were the results?
- 5 How does Julia MacLauchlan describe Microsoft's organisational structure?

B Understanding details

Match these definitions with the four organisational structures described in the text.

- 1 A cross-functional structure where people are organised into project teams.
- 2 A structure rather like the army, where each person has their place in a fixed hierarchy.
- 3 A structure that enables a company to operate internationally, country by country.
- 4 A structure organised around different products.

C Understanding expressions

These words and expressions are used in the text to describe different aspects of organisational structure. Which are positive and which are negative?

- 1 clear lines of communication (line 32) *positive*
- 2 bureaucratic setup (line 35)
- 3 speedy decision-making (line 36)
- 4 traditional hierarchical structure (line 77)
- 5 customercentric approach (line 91)
- 6 freedom to innovate (line 101)
- 7 flat organisational structure (line 107)

Doing the business

Róisín Ingle hears how efficient management structures are vital for success

The need for a solid structure within all business entities is 'absolutely fundamental', according to Ms Angela Tripoli, a lecturer in Business Administration at University College Dublin. 'Organisational structure concerns who reports to whom in the company and how different elements are grouped together. A new company cannot go forward without this and established companies must ensure their structure reflects their target markets, goals and available technology.'

Depending on their size and needs there are several organisational structures companies can choose from. Increasingly though, in the constantly evolving business environment, 'many firms are opting for a kind of hybrid of all of them'.

The most recognisable setup is called the *functional* structure where a fairly traditional chain of command (incorporating senior management, middle management and junior management) is put in place. The main benefit of this system is clear lines of communication from top to bottom but it is generally accepted that it can also be a bureaucratic setup which does not favour speedy decision-making.

More and more companies are organising themselves along *product* lines where companies have separate divisions according to the product that is being worked on. 'In this case the focus is always on the product and how it can be improved.'

The importance for multinational companies of a good *geographic* structure, said Ms Tripoli, could be seen when one electrical products manufacturer produced an innovative rice cooker which made perfect rice — according to western standards. When they tried to sell it on the Asian market the product flopped because there were no country managers informing them of the changes that would need to be made in order to satisfy this more demanding market.

The *matrix* structure first evolved during a project developed by NASA when they needed to pool together different skills from a variety of functional areas. Essentially the matrix structure organises a business into project teams, led by project leaders, to carry out certain objectives. Training is vitally important here in order to avoid conflict between the various members of the teams.

During the 1980s a wave of restructuring went through industry around the globe. This process, known as *delayering*, saw a change in the traditional hierarchical structures with layers of middle management being removed. This development was driven by new technology and by the need to reduce costs. The overall result was organisations that were less bureaucratic.

The *delayering* process has run its course now. Among the trends that currently influence how a company organises itself is the move towards centralisation and outsourcing. Restructuring has

evolved along with a more 'customercentric' approach that can be seen to good effect in the banks. They now categorise their customers and their complex borrowing needs into groups instead of along rigid product lines.

Another development can be seen in larger companies, which are giving their employees more freedom to innovate in order to maintain a competitive edge.

Ms Julia MacLauchlan, Director of Microsoft's European Product Development Centre in Dublin, said the leading software company had a very flat organisational structure. 'There would not be more than around seven levels between the average software tester and Bill Gates,' she said.

Microsoft is a good example of a company that is structured along product lines. In Ireland, where 1,000 employees work on localisation of the software for all Microsoft's markets, the company is split up into seven business units. Each unit controls the localisation of their specific products while working closely with the designers in Microsoft's Seattle Headquarters.

It works, said Ms MacLauchlan, because everyone who works in the unit is 'incredibly empowered'.

'Without a huge bureaucratic infrastructure people can react a lot more quickly to any challenges and work towards the company's objectives.'

From The Irish Times

Vocabulary tasks

A Collocations

Match these nouns as they occur together in the text.

- | | |
|--------------|---------------|
| 1 product | a) teams |
| 2 target | b) objectives |
| 3 borrowing | c) lines |
| 4 project | d) units |
| 5 delayering | e) company |
| 6 country | f) process |
| 7 business | g) markets |
| 8 software | h) needs |
| 9 company | i) managers |

B Complete the sentence

Use an appropriate phrase from Exercise A to complete each sentence.

- Banks need to be fully aware of their customers' *borrowing needs*.
- Silicon Valley is full of
- Many companies are now organised along, in which each division is responsible for a group of products.
- A matrix organisation groups people into
- Some companies are divided into different, often also called profit centres.
- A multinational company will often have a number of, in charge of activities in different parts of the world.

C Definitions

Match these terms with their definitions.

- | | |
|-------------------------------|---|
| 1 business entities (line 2) | a) focusing on the customer rather than the product |
| 2 set up (line 25) | b) new, original |
| 3 innovative (line 51) | c) companies |
| 4 flopped (line 55) | d) something that makes you better than other companies |
| 5 outsourcing (line 90) | e) did not succeed, failed |
| 6 customercentric (line 91) | f) structure |
| 7 competitive edge (line 102) | g) getting external companies to do work for your company |

D Prepositions

Complete these sentences with an appropriate preposition.

- 1 Organisational structure concerns who reports^{to}..... whom.
- 2 Depending its size, there are several organisational structures a company can choose from.
- 3 Many companies are organising themselves product lines.
- 4 In the 1980s a wave of restructuring went industry.
- 5 Delaying was driven the need to reduce costs.
- 6 Microsoft in Ireland is split seven business units.

E Using a dictionary

A dictionary such as the *Longman Business English Dictionary* can help you to expand your vocabulary. Try these two exercises.

- 1 The word *business* is used several times in the article combined with another word which comes after it, e.g. *business environment* (line 21). It can also be combined with words that come before it, e.g. *big business*. Try to think of as many word combinations using *business* as you can, then look at the entry for *business* in a Business English Dictionary.
- 2 Do the same exercise with the words *company*, *management*, *manager* and *product*.

Over to you

- 1 The functional organisational structure has clear lines of communication. In contrast, where things are organised along product lines or with a matrix structure, people often report to two people at the same time — their boss in the functional structure and their manager or team leader in the other structure. What, if any, problems could you imagine in the second case?
- 2 Do you think people from certain cultures would favour one kind of organisational structure over another? Can you think of some examples and give some reasons?
- 3 Either use your own company's organisational structure, or select one from a company's annual report, and give a presentation of it to your classmates or colleagues.

The global company

Before you read

Discuss these questions.

- 1 Can there be such a thing as a 'world car'? Or should cars be designed to suit the tastes of different markets? What are the financial and marketing implications?
- 2 Which do you think is better for an international company — strong central control of international operations or decentralised decision-making? Does it depend on the business the company is in?

Reading tasks

A Understanding main points

- 1 Read the text on the opposite page about two car companies' global strategies and say which of these statements apply to Ford and which to Honda.
 - a) now has a strategy of decentralisation *Honda*
 - b) now works in multi-disciplinary teams for car design and development
 - c) has always worked in multi-disciplinary teams
 - d) produces more cars abroad than in its home country
 - e) used to be very decentralised
 - f) used to be very centralised
 - g) has divided the world into four regions
 - h) designs and develops all its small cars in Europe
 - i) has always been flexible and able to respond to change
- 2 According to the ideas in the text, why do car companies now need to have a global strategy?
- 3 How did the two companies change their strategies?

B How the text is organised

These phrases summarise the main idea of each paragraph of the text. Match each phrase with the correct paragraph.

- a) one reason for changes in Honda's strategy
- b) Honda's original strategy
- c) Ford's new strategy
- d) conclusion
- e) Honda's new strategy
- f) Ford's original strategy
- g) the advantage of Honda's original strategy
- h) introduction *paragraph 1*
- i) Ford's new strategy in detail
- j) another reason for Honda's new strategy

FINANCIAL TIMES WEDNESDAY OCTOBER 15

Case study: Ford and Honda

Haig Simonian on two car groups' different routes to the global market

Rising costs and the worldwide spread of shared tastes in car styling have prompted the industry's giants to exploit global economies of scale. But rivals such as Ford and Honda have approached the task very differently.

Ford is one of the world's earliest multinationals. Its first foreign production unit was set up in Canada in 1904 — just a year after the creation of the US parent. For years Ford operated on a regional basis. Individual countries or areas had a large degree of autonomy from the US headquarters. That meant products differed sharply, depending on local executives' views of regional requirements. In Europe the company built different cars in the UK and Germany until the late 1960s.

Honda, by contrast, is a much younger company, which grew rapidly from making motorcycles in the 1950s. In contrast to Ford, Honda was run very firmly out of Japan. Until well into the 1980s, its vehicles were designed, engineered and built in Japan for sale around the world.

Significantly, however, Honda tended to be more flexible than Ford in developing new products. Rather than having a structure

based on independent functional departments, such as bodywork or engines, all Japan's car makers preferred multi-disciplinary teams. That allowed development work to take place simultaneously, rather than being passed between departments. It also allowed much greater responsiveness to change.

In the 1990s both companies started to amend their organisational structures to exploit the perceived strengths of the other. At Ford, Alex Trotman, the newly appointed chairman, tore up the company's rulebook in 1993 to create a new organisation. The Ford 2000 restructuring programme threw out the old functional departments and replaced them with multi-disciplinary product teams.

The teams were based on five (now three) vehicle centres, responsible for different types of vehicles. Small and medium-sized cars, for example, are handled by a European team split between the UK and Germany. The development teams comprise staff from many backgrounds. Each takes charge of one area of the process, whether technical, financial or marketing-based.

Honda, by contrast, has decentralised in recent years. While its cars have much the same names around the world, they are becoming less, rather than more, standardised. 'Glocalisation' — a global strategy with local management —

is the watchword. Eventually the group expects its structure will comprise four regions — Japan, the US, Europe and Asia-Pacific — which will become increasingly self-sufficient.

Two reasons explain Honda's new approach. Shifting to production overseas in the past decade has made the company more attuned to regional tastes. About 1m of Honda's 2.1m worldwide car sales last year were produced in the US. A further 104,000 were made in the UK. No other manufacturer has such a high proportion of foreign output.

Honda engineers also reckon they can now devise basic engineering structures which are common enough to allow significant economies of scale, but sufficiently flexible to be altered to suit regional variations. The US Accord, for example, is longer and wider than the Japanese version. The European one may have the same dimensions as the Japanese model, but has different styling and suspension settings.

Both Ford and Honda argue their new structures represent a correct response to the demands of the global market. Much of what they have done is similar, but intriguingly, a lot remains different.

FINANCIAL TIMES
World business newspaper.



HONDA

Vocabulary tasks

A Synonyms

- 1 The word 'headquarters' (line 17) is used to describe the central, controlling part of a large, international company. What other word is used in the same paragraph with a similar meaning?
- 2 Honda and Ford manufacture cars. What other phrase is used to describe what they do?
- 3 Honda produces both cars and motorcycles. What is a general word for both of these?

B Word search

Find a word or phrase in the text that has a similar meaning.

- 1 when a company makes a product in big volumes to reduce costs (paras 1 and 9)
e. *economies* of s. *scale*
- 2 factory in which cars are produced (para 2)
p..... u.....
- 3 independence (para 2)
a.....
- 4 needs or demands (para 2)
r.....
- 5 head of a company responsible for strategy rather than day-to-day management (para 5)
c.....
- 6 consist of or be made up of (paras 6 and 7)
c.....
- 7 financially independent (para 7)
s.....-s.....
- 8 total of a company's production (para 8)
o.....

C Complete the sentence

Use an appropriate word or phrase from Exercise B to complete each sentence.

- 1 The company ...*comprises*... three divisions — cars, trucks and commercial vehicles.
- 2 Each division has a lot of to decide its own strategy.
- 3 Companies seem to change their every few years in response to changing economic and market conditions.
- 4 Our total of cars from all our factories in Europe went down last year.
- 5 We need to develop products that meet the of the market.
- 6 Big car makers now produce different models based on the same platform in order to achieve
- 7 All the main Japanese car makers have in Europe.

D Expressing degrees of meaning

Complete these sentences with the adverb or phrase used in the text.

- 1 For many years Ford's products differed*sharply*..... from region to region.
- 2 Individual countries had of autonomy.
- 3 Honda grew from its early days as a motorcycle manufacturer.
- 4 For many years Honda was run very out of Japan.
- 5 The use of multi-disciplinary teams allowed development work at Honda to take place in different parts of the company.
- 6 Honda expects its four regions to become self-sufficient.
- 7 No other car maker has of foreign output as Honda.

Over to you

- 1 You have been asked by the board of a multinational car maker to present the case for a 'glocalisation' strategy, as described in the article. Prepare a presentation or write a report to give your arguments in favour of this.
- 2 You are members of the global strategy team of US Motors, an American multinational car maker. The company currently has production units in the UK, Germany, France and Spain for the European market. But with the opening up of the markets in Central and Eastern Europe, you are considering whether to set up a production unit in Poland. Hold a meeting to discuss the advantages and disadvantages of this strategy, and try to come to a decision.



Global production

Before you read

Discuss these questions.

- 1 What criteria do you think global companies use when they choose the location of their manufacturing operations around the world? Some examples are labour costs, education level of the local workforce, and political stability. Can you think of others?
- 2 It has become increasingly common for organisations to subcontract some aspects of their activity to outside companies. Typical examples are catering (the company restaurant) or security (protecting the buildings). What, in your opinion, are the advantages and disadvantages of subcontracting work in this way?

Reading tasks

A Understanding main points

Read the text on the opposite page about how global companies organise their production and answer these questions.

- 1 Where are most simple toys manufactured and why?
- 2 Why does Lego do things differently?
- 3 What is the reason for a global company to have a 'part configuration' model?
- 4 According to the text, what are the advantages and disadvantages of 'low-cost assembly plants'?
- 5 What are the operational advantages of outsourcing?

B Understanding details

Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

- 1 The main reason to have overseas plants is to be close to local markets. *F*
- 2 A lot of plants are now being located in Eastern Europe.
- 3 Imports to many markets are now cheaper.
- 4 The number of overseas plants is increasing.
- 5 Cost is the main factor in choosing the location of a foreign plant.
- 6 Outsourcing production to subcontractors gives a company more flexibility.

C How the text is organised

What do these words refer to in the text?

- | | |
|---|------------------|
| 1 its (line 12) <i>a global company</i> | 4 this (line 36) |
| 2 its (line 17) | 5 this (line 59) |
| 3 this (line 19) | 6 it (line 93) |