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Management Gurus 管理大师



David Evans (英) 著
田志玲 注

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外语教学与研究出版社

FOREIGN LANGUAGE TEACHING AND RESEARCH PRESS

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北京 BEIJING

(京)新登字 155 号

京权图字: 01 - 2002 - 0558

图书在版编目(CIP)数据

管理大师/(英)埃文斯(Evans, D.)著;田志玲注. —北京:外语教学与研究出版社,2004.3

(外研社·企鹅英语分级有声读物)

ISBN 7 - 5600 - 4077 - 2

I. 管… II. ①埃… ②田… III. 英语—语言读物,企业管理

IV. H319.4:F

中国版本图书馆 CIP 数据核字(2004)第 035522 号

This edition of *Management Gurus*, first edition is published by arrangement with Pearson Education Limited.

Authorized adaptation from the UK edition, entitled *Management Gurus* © Jennifer Bassett 1991.

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管理大师

David Evans (英) 著

田志玲 注

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策划编辑:蔡剑峰 申 蔷

责任编辑:唐一伟

外研社基础英语教育事业部:

电话: 010 - 88817190

传真: 010 - 88817832

网址: www.nes.cn

电子信箱: beed@fltrp.com

出版发行: 外语教学与研究出版社

社 址: 北京市西三环北路 19 号 (100089)

网 址: http://www.fltrp.com

刷: 北京外国语大学印刷厂

开 本: 850 × 1168 1/32

张: 2.375

版 次: 2004 年 6 月第 1 版 2004 年 6 月第 1 次印刷

书 号: ISBN 7 - 5600 - 4077 - 2/H·2000

定 价: 17.00 元(书配磁带两盘)

* * *

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前言

亲爱的老师们、同学们，“外研社·企鹅英语分级有声读物”丛书是由外语教学与研究出版社和培生教育出版集团联合推出的又一力作。本丛书为广大学生提供了充分享受阅读乐趣的大平台！

我们做此套分级读物的宗旨是为了给学习者提供大量的、不同题材的阅读材料。材料不仅要适合读者的语言能力水平，更要能够激发阅读兴趣——让读者感到自己是在读故事、听故事，而不是在学（study）英语，从而卸去教材课本中枯燥的语法知识的沉重负担，真正做到寓教于乐。更重要的一点是，读完一本小册子后你会很有成就感，觉得学习英语就是这么轻松、愉快！

本套丛书内容丰富，由易渐难，主要突出了以下特色：

分级明确 结合最新颁布的国家《英语课程标准》划分适用年级，遵循语言学习的规律，充分考虑到不同年龄段学生生理和心理发展的特点和需求；

配有音带 有助于提高听力水平，加强学生对语言的理解力；

插图生动 带你进入“读图时代”，意向直观、准确；

题材丰富 涵盖现代流行、经典名著和精彩原创三大类别，内容还涉及名人、名著、电影、戏剧等不同的领域；

注释简洁 帮助减少阅读过程中可能遇到的阻力，并激发学习者的自信心；

配有练习 理解题目按照阅读图式认知理论精心设计，为阅读提供了方向性指导与检测手段。

如果你们喜欢这套读物，请把它推荐给朋友们。如果你们对这套读物有什么意见和建议，也请告诉我们。愿这套读物让广大的读者受益匪浅，成为大家课外的良师益友！

很多具有丰富教学经验的中小学老师为这套读物做了注释和相关练习，我们也在表示衷心的感谢！

The Gurus in This Book

Frederick Taylor (1856–1917) the man who believed that management was a science. For most of the last century almost every business person believed him.

Alfred P. Sloan (1875–1966) the man who made General Motors the biggest, richest and most powerful company of all time. How did he do it?

Peter Drucker (1909–) the man who invented modern management and saw all the changes of the modern world many years before they happened.

Tom Peters (1942–) the pop star of the management world. You either hate him or you love him, but you have to listen to what he says.

Rosabeth Moss Kanter (1943–) the woman who said that business was competing in a company Olympics. So what does a company need to do to succeed?

Charles Handy (1932–) the man who suggests that “upside down” thinking is the solution to the problems of the modern business world. But what exactly does he mean?

Management Gurus is for people who want to find out about why the modern business world works like it does!

Introduction

"I know nothing. In this world we all know nothing. Zero. And do you know why? It's because the business world is changing too quickly." . . .

A few people now start to laugh. So the man on the stage stops and points at them.

"Why are you laughing? General Motors was the biggest company in the world. It was probably a hundred times bigger than your company. And its managers were probably a hundred times better too. But their problem was that they thought they knew it all and, really, they knew nothing. And that is my message today."

The people who are watching this man are all very successful businessmen and businesswomen. So why are they watching a man who knows nothing? Why do they listen to his insults*? The answer is because the man is a management guru*.

"Guru" is an Indian word for a religious teacher. A guru is a person who thinks deeply about life. In India, they are admired and loved by society because they are wise and full of ideas. But in the USA and Europe, the word has a slightly* different meaning. It is a word that often describes people who write and talk about business and management. These gurus are not trying to answer questions like, "How can we live in peace*?" and "What is the meaning of life?" Instead, they ask, "How can I make more profit?" and "Why don't people work harder?"

In recent years, the ideas of the management gurus have had a big effect not just on business, but also on politics, schools, hospitals and everyday life styles.

This book introduces six management gurus whose thinking has created* the modern business world, even though they might say they know nothing!

内容简介

“我一无所知。在这个世界上我们大家都一无所知，什么也不知道。你知道是为什么吗？这是因为商界一直变化得太快。”……

有几个人现在开始大笑。于是台上演说的人停下来，指着他们。

“你们为什么要笑？通用汽车公司曾是世界上最大的公司。它那时的规模可能比你所在的公司大百倍，管理人员也可能优秀百倍。但是，他们的问题是以为自己无所不知，而实际上却一无所知。而这正是我今天要表述的信息。”

注视着这位演讲者的男士、女士们都是商业界的佼佼者。那么，他们为何要关注这位一无所知者呢？他们为何要聆听他的侮辱呢？答案是，因为他是一位管理大师。

“guru”（古鲁）一词在印度语中指宗师，就是深思生活意义的人。在印度，古鲁因其聪明才智而倍受社会的尊敬与爱戴。但在美国和欧洲，这个词的意思稍有不同。它通常描述写作并谈论企业与管理主题的人。他们并不试图回答像“我们如何才能生活在和平的环境中？”与“生活的意义是什么？”这样的问题，而是问：“我如何才能得到更多的利润？”“为什么人们不更努力工作？”

近年来，管理大师的观点不仅对企业而且对政治、学校、医院以及人们的日常生活方式产生了巨大的影响。

本书介绍了六位管理大师。虽然他们自己可能会说自己一无所知，但他们的思想创造了现代企业的世界！

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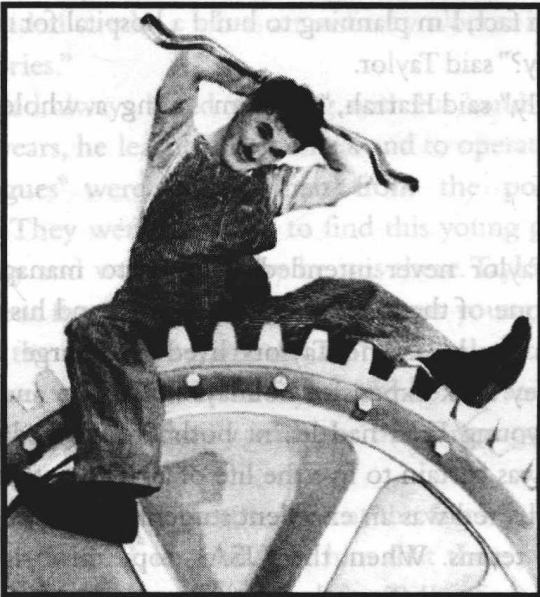
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Chapter 1 Welcome to the Machine

Frederick Taylor

In his film of 1936, *Modern Times*, Charlie Chaplin* shows business life as a kind of bad dream. The film is set in a huge factory where people are simply parts of a machine. The workers are not allowed to talk and they are not expected to think. Their jobs are boring* and their lives are ruled by the clock. Every action is measured* by managers in white coats. Above them all, there is the figure of the boss. He's the man who owns everything, controls* everything and sees everything. He even gives orders to workers while they're in the company's washrooms*!



Charlie Chaplin in *Modern Times*.

According to Chaplin, this was the terrible world that had been created by the ideas of Frederick Taylor. Today, Taylor is remembered as the father of scientific management. He has almost certainly had a bigger effect on business than any other thinker. His methods were copied* by businessmen like Henry Ford in the USA and political leaders like Lenin in Russia. Even now, many companies are still managed according to his ideas.

But there has always been one big problem with Frederick Taylor and his ideas. He never really understood people. In his business life, he was never a very successful manager because he was always arguing with his workers. In his private* life he often behaved* in a very strange way.

In fact, in his later years, he met one of his old bosses, Charles Harrah, at the entrance* to a hotel.

"How are you?" asked Taylor.

"Oh, very well," said Harrah, "I'm making millions and millions of dollars. In fact, I'm planning to build a hospital for mad people."

"Oh really?" said Taylor.

"Yes, really," said Harrah, "and I'm saving a whole floor of it for you."



Frederick Taylor never intended* to go into management. His family was one of the richest in Philadelphia and his parents had great hopes for him. The Taylors lived in a large house with servants. They took expensive holidays in Europe and by the age of sixteen, young Fred had learnt both French and German. It seemed he was certain to live the life of a rich gentleman.

At school, Fred was an excellent student and a fine sportsman, who loved tennis. When the USA's top university, Harvard, accepted him as a law student, it seemed that his future was decided. But Frederick Taylor had one big problem; he always tried too hard at everything. To pass Harvard's entrance

examination*, he had studied night and day and had read too many books. Soon after Harvard accepted him, he found that he had a serious problem with his eyes.

He was very worried and said to his parents, "If I have problems with my eyes now, what will they be like after several more years of hard study?"

His parents tried to make him feel better.

"They'll get better, Fred," they told him. "You just need some rest."

But rest was something that Taylor never wanted. He didn't wait for his eyes to improve*; instead, he changed the direction* of his life completely. His parents were shocked* when he told them about his plans.

"How can you do this," they asked him, "after the education that you've had?"

But Taylor knew what he wanted.

"I've decided to take a job as an ordinary worker in one of our local* factories."

Taylor had always hated working with his hands, but for the next four years, he learnt to cut metal and to operate* machines. His colleagues* were rough* men from the poor parts* of Pittsburgh. They were surprised to find this young gentleman in their factory and wondered why he was there. Taylor was clearly very different from them. He was a religious young man and he didn't like the way they drank alcohol* or smoked tobacco*. But his colleagues were friendly to Taylor and he was soon surprising other members of his family with the bad language that he had learnt at his workplace.

But Taylor was not a great success at the factory, and when his training was finished, his boss told him that there was no future for him there. At the age of twenty-two, Taylor found that he was unemployed*. What could he do? He didn't want to ask for help from his rich friends and he didn't want to use his family money

to make a new start. Instead, once again, he chose the most difficult direction. He took a job as an ordinary worker at another Pittsburgh factory – the Midvale Steel Works.

Midvale was a group of five or six old buildings in the dirtiest part of the city. Thick black smoke poured from its chimneys* into the sky. The workers were rougher than at his last job and the bosses were tougher*. But Taylor knew that he could succeed.

His experience over the past few years had made him interested in machines. When Midvale's owner, William Sellars, asked some of the workers for their opinion* of his plans for a new machine, Taylor saw a great opportunity*. He took Sellars's plans home and studied them carefully. He immediately noticed a few problems and over the next few days, he worked late into the night to find some solutions* to them.

At the start of the next week, he knocked on William Sellars's door.

"What do you want?" shouted Sellars, when he saw the young worker.

"I want to talk to you about your plans for the new machine," said Taylor. "I've found one or two problems, I'm afraid, sir."

"Oh, have you?" said Sellars.

"Yes, sir," said Taylor. "I hope you don't mind, but I've drawn some of my own ideas. I think they'll solve* the problem."

"Give them to me," ordered Sellars.

Nervously, Taylor gave him his papers. They were the product of several nights of long, hard work.

"Taylor," said Sellars. "I believe that I asked you for your opinion of the new machine. Is that right?"

"Yes, sir," said Taylor.

"And when I ask for your opinion," continued Sellars, "I expect your opinion. I do not expect your ideas."



Frederick Taylor
(1856 – 1917)

*The man who believed that management was
a science. For most of the last century almost
every business person believed him.*

Sellars turned away for a moment and threw Taylor's papers on to the fire in the corner of the room.

"Do you understand?" asked Sellars.

"Yes, sir," said Taylor, as his ideas disappeared* in smoke up the office chimney.

The bosses at Midvale were certainly tough with Taylor, but they could also see that he was too intelligent* to stay in the same job for long. After a few months, they asked him to become the manager of a small group of workers. Taylor was excited. He thought that the workers at Midvale were lazy* and he was sure that he could make them work harder.

The workers were immediately worried by him.

"You don't expect us to work harder or produce more, do you?" they asked.

"Of course, I do," he replied. "But don't worry, I've got a few ideas to help you. We're going to start to work scientifically."

For the next three years at Midvale, Taylor and his workers were at war.

Taylor believed he could find the best possible way of doing every job in the factory. So he studied each worker's job until he had found a way of doing it more quickly. Then he taught the new way of working to one of the workers in his team. Taylor was a good teacher and the worker was soon working more quickly than before. Unfortunately*, the other members of the team didn't like it. They felt that it made the rest of them look bad. Before long, Taylor found that every member of his team was working at the same slow speed as before. This made him very angry.

"You're here to work!" he shouted at the men. "If you work harder, the company will make more money. If the company makes more money, you'll make more money. When you work harder, it helps everyone. Don't you understand?"

But the workers didn't understand and Taylor had to try

tougher methods. Now, when he taught a worker a new way of working, he made it completely* clear that the worker had to work more quickly. If he didn't work more quickly, Taylor sacked* him.

But, of course, each time a worker was sacked, it made the situation even worse. And it wasn't long before the workers took more serious action*. They started breaking the factory's machines. Taylor's bosses were frightened* and they asked him to solve the problem immediately. His solution was simple. Each time a machine was damaged*, the workers had to pay for it.

The damage to the machines soon stopped, but Taylor's methods didn't. On one occasion*, he noticed a very small mark on one of the workers' machines.

"You'll pay for this," he said to the worker who operated it.

"But I didn't do it," said the worker. "That mark has always been there."

"Don't give me excuses," said Taylor. "You'll pay for it."

The workers in Taylor's team started to produce more, but his attitude* was causing serious problems and his friends started worrying.

"I don't think it's safe for you to walk home at night alone," said one of his colleagues. "People are saying that some of the workers are planning to shoot you."

Frederick Taylor laughed.

"Let them try," he said.

Although the Midvale workers weren't happy with his methods, Taylor was becoming more and more interested in scientific solutions to problems. His eyes were now better and so he decided to return to his studies. But this time he didn't want to study law at Harvard; instead, he wanted to become an engineer*. He started a course* at the Stevens Institute of Technology*, a local university. The course was hard and it meant that Taylor had to

study for three or four hours in the evening after a long working day at Midvale.

As Taylor learnt more about his subject, he thought of ways of using engineering ideas in other areas of life. One of these was tennis.

Because Taylor's family was so religious, he wasn't allowed to work on Sundays. But they didn't mind if he played tennis. So every Sunday, Taylor and his friend, Clarence Clark, practised tennis for hours and hours and hours. In 1881, they decided to enter the US national tennis competition* – the event that is now called the US Open*. Taylor knew that he and his friend were good players, but he wanted to prepare for the competition in a modern, scientific way.

Taylor realized that a good tennis player needed to be fit*. But how could he get fit, when he spent so much time working and studying? Taylor's solution was simply to reduce his amount of sleep. So, after finishing his studies just after midnight every day, Taylor put on his running shoes and ran for several kilometres through the dark empty streets of Philadelphia. At first, the local police often stopped him and asked him questions. But soon they just shook their heads and said, "It's that strange young Mr Taylor again."

Taylor also thought hard about the tennis equipment* that he was using. He was sure that he could find a way of improving it. During their Sunday practice-games, Taylor and Clark tested several new ideas.

When they arrived at the national tennis competition, people were immediately interested in them. One of the other players pointed at the unusual thing in Taylor's hand.

"You're not going to play tennis with that, are you?" he asked.

"Of course," replied Taylor. "Why not?"

"But it looks like a spoon*," said the young man. Everybody laughed.

“Just wait and see*,” said Taylor calmly.

By the end of the competition, the laughing had stopped. Although their equipment was strange, Taylor and Clark didn't lose a game and became winners of the US national tennis competition of 1881.

Back at the Midvale Steel Works, the bosses were starting to notice* young Frederick Taylor. They admired* his energy* and his tough attitude to the workers. They also liked his ideas for new tools and machines. Certainly, nobody threw his plans on the fire any more! Soon after he finished his course in engineering in 1883, Taylor was made Midvale's Chief* Engineering Officer. In just six years he had gone from the job of an ordinary worker to become one of the company's top managers.

People outside Midvale were also beginning to hear about Frederick Taylor. In 1890, he was asked to become General Manager of the Manufacturing* Investment* Company, a business that owned a number of paper factories. Taylor was very pleased. It was a better job and it paid more money. More importantly, it also gave him more opportunities to test his ideas about engineering and management.

But the Manufacturing Investment Company was not really ready for Taylor's ideas and he was soon having problems with both the bosses and the workers.

The owners of the company were worried about the large amounts* of money that he started to spend on new machines and new equipment.

“The business can't afford* this,” they told him. “We need to make the money before we can spend it.”

But, as always, Taylor had a scientific reason for the spending.

“Each worker,” he explained, “is worth \$3,000. So if a machine