

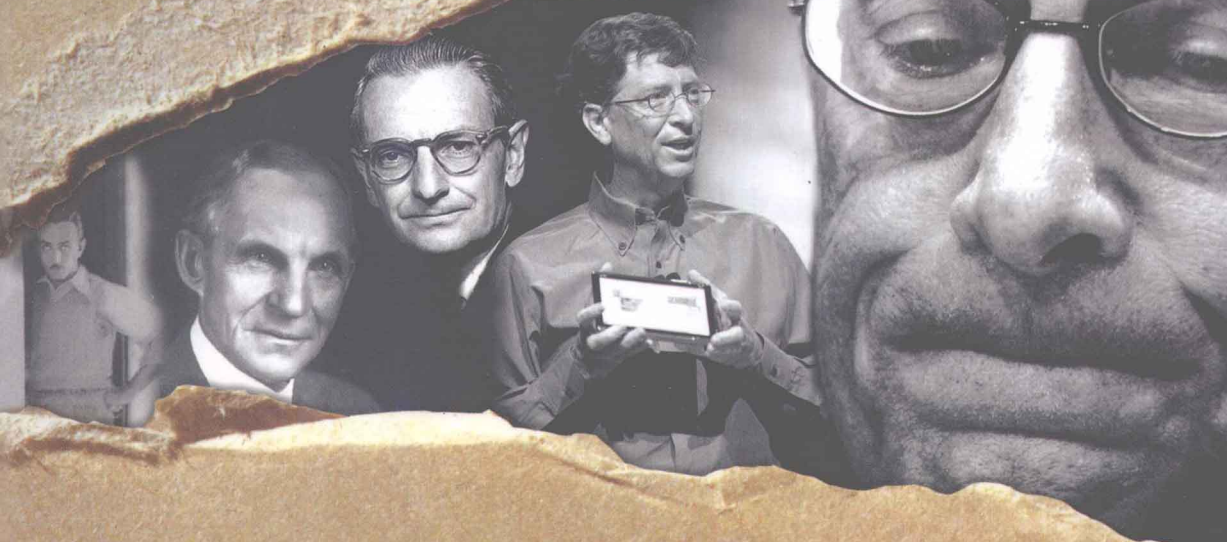


英语读写文库 总主编◎王正元

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Business Legend

# 商界精英

- Henry Ford 天才机械师
- Thomas Edison 照亮世界
- Walt Disney 童话王国
- Bill Gates 软件巨人
- Sam Walton 沃尔玛折扣店

吕屹◎编著



机械工业出版社  
CHINA MACHINE PRESS



Business



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# 商界精英

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本书共选编了 27 个单元, 分别介绍了代表不同领域的企业家的成就和人生经历。所选取的文章注重以近期现代英文文体为主, 保持了英文的精彩、流畅段落, 并注意了文章的难易程度, 确保了文章的时代特色。使读者在学习语言的同时, 了解一些名人的生活片段, 从而达到借鉴与吸收的目的。为了帮助读者更好地理解原文、丰富词汇量、提高阅读技能, 每单元附有注释、中英双解单词释义、根据选文回答问题以及多项选择题。考虑到在英语学习中, 阅读与写作这两种技能的密不可分性, 每篇选文后还增加了“读写指导”部分, 不仅可以辅助阅读, 而且介绍写作技巧的运用, 并在每单元中设置了相应的写作训练, 旨在同步提高广大读者的读写能力。

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## 序 言

经过十几所大学 50 余名英语教师的努力,这套“英语读写文库”终于同年轻的读者见面了。这套英语文库是写给我国中学生、大学生们的书,是一套拓宽知识视野与提高英语读写能力的书,会给年轻的读者们带来英语学习的快乐。

英语读写对于英语能力的形成和发展十分重要,而且阅读和写作在英语测试中占有很大比例。学生如何通过英语自主学习提高英语能力,是学生和教师们关心的问题。因此我们在编写这套文库时,根据教学大纲对英文材料进行了精心筛选和改写,所选文章由浅入深,循序渐进,可读性强,并结合测试方式与技能要求编写了导读、词汇注释、写作指导与练习,这些对学生英语阅读与写作能力的提高都会有很大的帮助。

这套文章分为《人物卷》、《科学卷》和《文学卷》,选材广泛、内容丰富,可满足中学生、大学生们的需要。这套文库会带领读者走进非洲的热带雨林、欧洲的迷人风光、文坛盛宴和科学的殿堂;在阅读中走近科学家、文学家、艺术家、哲学家,会在英语阅读中打开智慧之窗,促使人变得更加聪明、自信和坚强。

在这套书出版之际,感谢出版社编辑们的辛勤劳动,感谢来自北京外国语大学、天津大学、辽宁大学、沈阳大学和燕山大学的作者们的辛勤、认真的工作。

总主编 王正元

2007 年 7 月

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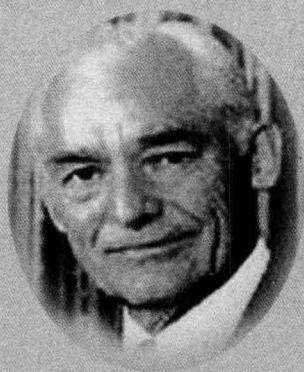
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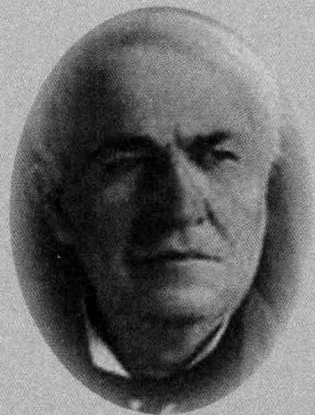
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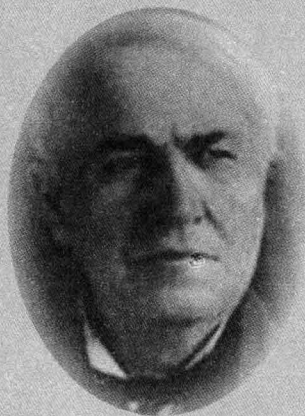
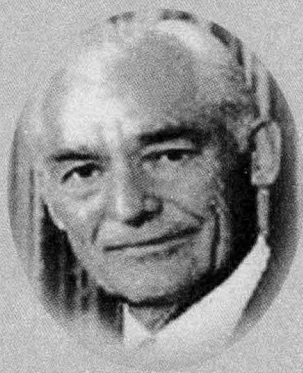
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## Unit 1

# Henry Ford: A Technological Genius I

## 亨利·福特：天才机械师 (I)



福特是一个天生的机械师，他能够自己动手制造汽车。同时，他也敢于向不公正挑战，并立志制造出属于大众的汽车……

Henry Ford spent most of his life making headlines, good, bad, but never indifferent. Celebrated as both a technological genius and a folk hero, Ford was the creative force behind an industry of **unprecedented**<sup>1</sup> size and wealth that in only a few decades permanently changed the economic and social character of the United States. When young Ford left his father's farm in 1879 for Detroit, only two out of eight Americans lived in cities; when he died at age 83, the proportion was five out of eight. Once Ford realized the tremendous part he and his Model T automobile had played in bringing about this change, he wanted nothing more than to reverse it, or at least to recapture the rural values of his boyhood. Henry Ford, then, is

<sup>1</sup> unprecedented /ʌn'presɪdəntɪd/ adj. 没有前例的，空前的

an apt symbol of the transition from an agricultural to an industrial America.

Henry Ford was one of eight children of William and Mary Ford. He was born on the family farm near Dearborn, Michigan, then a town eight miles west of Detroit, on July 30, 1863. Ford attended a one-room school for eight years when he was not helping his father with the harvest. At age 16 he walked to Detroit to find work in its machine shops. After three years, during which he came in contact with the **internal-combustion engine**<sup>2</sup> for the first time, he returned to the farm, where he worked part-time for the **Westinghouse Engine Company**<sup>3</sup> and in spare moments **tinkered**<sup>4</sup> in a little machine shop he set up. Eventually he built a small “farm locomotive,” a tractor that used an old mowing machine for its **chassis**<sup>5</sup> and a homemade steam engine for power.



Ford moved back to Detroit nine years later as a married man. His wife, Clara Bryant, had grown up on a farm not far from Ford's. They were married in 1888, and on November 6, 1893, she gave birth to their only child, Edsel Bryant. A month later Ford was made chief engineer at the main Detroit Edison Company plant with responsibility for maintaining electric service in the city 24 hours a day. Because he was on call at all times, he had no regular hours and could experiment **to his heart's content**<sup>6</sup>. He had determined several years before to build a gasoline-powered vehicle, and his first working gasoline engine was completed at the end of 1893. By 1896 he had completed his first horseless carriage, the “**Quadricycle**”<sup>7</sup>, so called because the chassis of the four-horsepower vehicle was a buggy frame mounted on four bicycle wheels. Unlike many other automotive inventors who had built self-powered vehicles before Ford but held onto their creations, Ford sold his to finance work on a second vehicle, and a third, and so on.

<sup>2</sup> internal-combustion engine 内燃机

<sup>3</sup> Westinghouse Engine Company 威斯汀豪斯发动机公司 George Westinghouse (1846 - 1914), 美国发明家、企业家, 发明了空气自动器 (1869) 等, 创办了电器公司 (又译西屋电器公司) (1886), 一生获专利近

400 项。

<sup>4</sup> tinker /'tɪŋkə/ v. 随便地修理, 摆弄

<sup>5</sup> chassis /'ʃæsi/ n. (汽车等的) 底盘, 底座

<sup>6</sup> to one's heart's content 痛快地, 尽情地

<sup>7</sup> Quadricycle 四轮驱动脚踏车

During the next seven years he had various backers, some of whom, in 1899, formed the Detroit Automobile Company (later the Henry Ford Company), but all eventually abandoned him in **exasperation**<sup>8</sup> because they wanted a passenger car to put on the market while Ford insisted always on improving whatever model he was working on, saying that it was not ready yet for customers. He built several racing cars during these years, including the “999” racer driven by Barney Oldfield, and set several new speed records. In 1902 he left the Henry Ford Company, which subsequently reorganized as the **Cadillac Motor Car Company**<sup>9</sup>. Finally, in 1903, Ford was ready to market an automobile. The Ford Motor Company was **incorporated**<sup>10</sup>, this time with a mere \$28,000 in cash put up by ordinary citizens, for Ford had, in his previous dealings with backers, antagonized the wealthiest men in Detroit.

The company was a success from the beginning, but just five weeks after its incorporation the Association of Licensed Automobile Manufacturers threatened to put it out of business because Ford was not a licensed manufacturer. He had been denied a license by this group, which aimed at reserving for its members the profits of what was fast becoming a major industry. The basis of their power was control of a patent granted in 1895 to George Baldwin Selden, a patent lawyer of Rochester, New York. The association claimed that the patent applied to all gasoline-powered automobiles. Along with many rural Midwesterners of his generation, Ford hated industrial combinations and Eastern financial power. Moreover, Ford thought the Selden patent **preposterous**<sup>11</sup>. All invention was a matter of evolution, he said, yet Selden claimed **genesis**<sup>12</sup>. He was glad to fight, even though the fight pitted the **puny**<sup>13</sup> Ford Motor Company **against**<sup>14</sup> an industry worth millions of dollars. The gathering of evidence and actual court hearings took six years. Ford lost the original case in 1909; he appealed and won in 1911. His victory had wide implications for the industry, and the fight made Ford a popular hero.

<sup>8</sup> exasperation /ɪɡˌzæspəˈreɪʃən/ *n.* 恼怒, 愤怒

<sup>9</sup> Cadillac Motor Car Company 凯迪拉克汽车公司

<sup>10</sup> incorporate /ɪnˈkɔːpəreɪt/ *v.* 把……合并, 使并入, 吸收

<sup>11</sup> preposterous /priˈpɒstərəs/ *adj.* 荒谬的, 荒唐的

<sup>12</sup> genesis /ˈdʒenɪsɪs/ *n.* 创始, 起源

<sup>13</sup> puny /ˈpjuːni/ *adj.* 弱小的, 发育不良的

<sup>14</sup> pit sb/sth against 使与……竞争, 使相斗

“I will build a motor car for the great **multitude**<sup>15</sup>”, Ford proclaimed in announcing the birth of the Model T in October 1908. In the 19 years of the Model T’s existence, he sold 15,500,000 of the cars in the United States, almost 1,000,000 more in Canada, and 250,000 in Great Britain, a production total amounting to half the auto output of the world. The motor age arrived owing mostly to Ford’s vision of the car as the ordinary man’s **utility**<sup>16</sup> rather than as the rich man’s luxury. Once only the rich had travelled freely around the country; now millions could go wherever they pleased. The Model T was the chief instrument of one of the greatest and most rapid changes in the lives of the common people in history, and it effected this change in less than two decades. Farmers were no longer isolated on remote farms. The horse disappeared so rapidly that the transfer of acreage from hay to other crops caused an agricultural revolution. The automobile became the main prop of the American economy and a **stimulant**<sup>17</sup> to urbanization—cities spread outward, creating suburbs and housing developments—and to the building of the finest highway system in the world.

The remarkable birth rate of Model T’s was made possible by the most advanced production technology yet conceived. After much experimentation by Ford and his engineers, the system that had evolved by 1913–1914 in Ford’s new plant in Highland Park, **Michigan**<sup>18</sup>, was able to deliver parts, **subassemblies**<sup>19</sup> and assemblies with precise timing to a constantly moving main **assembly line**<sup>20</sup>, where a complete chassis was turned out every 93 minutes, an enormous improvement over the 728 minutes formerly required. The **coordination**<sup>21</sup> of a multitude of operations produced huge gains in productivity.

In 1914 the Ford Motor Company announced that it would henceforth pay **eligible**<sup>22</sup> workers a minimum wage of \$5 a day (compared to an average of \$2.34 for the industry) and would reduce the work day from nine hours to eight, thereby converting the factory to a three-shift day. Overnight Ford became a worldwide celebrity. People either praised him as a great humanitarian or **excoriated**<sup>23</sup> him as a mad socialist. Ford said humanitarianism had nothing to do with it. Previously profit

<sup>15</sup> multitude /'mʌltitju:d/ n. 大众, 群众

<sup>16</sup> utility /ju:'tiliti/ n. 有用, 实用, 效用, 功用

<sup>17</sup> stimulant /'stimjulənt/ n. 刺激物, 刺激, 激励

<sup>18</sup> Michigan 美国密歇根州

<sup>19</sup> subassembly /'sʌbə'sembli/ n. 组件, 部件, 局

部装配件

<sup>20</sup> assembly line 装配线, 流水作业线

<sup>21</sup> coordination /kəu,ɔ:di'neifən/ n. 调节

<sup>22</sup> eligible /'elidʒəbl/ adj. 具备必要条件的, 合格的

<sup>23</sup> excoriate /eks'kɔ:rieit/ v. 严厉批评, 痛斥



had been based on paying wages as low as workers would take and pricing cars as high as the traffic would bear. Ford, on the other hand, stressed low pricing (the Model T cost \$ 950 in 1908 and \$ 290 in 1927) in order to capture the widest possible market and then met the price by volume and efficiency. Ford's success in making the automobile a basic necessity turned out to be but a prelude to a more widespread revolution. The development of mass-production techniques, which enabled the company eventually to turn out a Model T every 24 seconds; the frequent reductions in the price of the car made possible by economies of scale; and the payment of a living wage that raised workers above subsistence and made them potential customers for, among other things, automobiles — these innovations changed the very structure of society.

### Reading Skills and Writing Guides

本篇文章按时间顺序展开，讲述了亨利·福特是怎样一步步取得成功的。文章的开头，即引言段，就提出了主题句，对福特作出了评价——他是技术天才，民族英雄，他是那个以空前的规模和财富永久地改变了美国经济和社会特征的工业（汽车业）背后的创造力量。作者以简明的语言，精练、概括地将文章的中心展现在读者面前的开篇手法，符合一个好的引言段所应具有素质。一般说来，从篇章结构上讲，引言段应有三个功能：一要引人入胜，能够让读者有兴趣继续读下去；二要紧扣文章主题，提出主题句，或者说是开头点题；三要能包括全文的内容，引起下文。常用的文章开头的写作方法有：引导法、提问法、引经据典法等。

此外，本文在多处使用了对比的手法，即按事物的不同点进行比较的方法。例如，第三段中，unlike many other automotive inventors... Ford sold his to finance work on a second... 作者将福特和其他汽车发明者进行对比，指出了福特的独特之处。再如，作者把原先制作一汽车底盘所需的 728 分钟，同通过流水线制作所需的 93 分钟进行比较，简洁、有力地证明了流水线使生产率得到了极大地提高。文章最后一段中，把福特汽车公司付给工人的每天 5 美元的报酬同当时的日平均工资 2.34 美元进行了对比，并将福特通过低价占领市场获利同先前通过压低工人工资，抬高汽车价格获利的方法进行了比较，使读者可以清楚地看到福特在公司管理和销售战略方面的独到之处。

在写作中，需重视文章的引言段，在不影响其功能的前提下，力求新颖，同时也要擅于利用对比法，一针见血地指出事物间的差异。

☐ ☐ ☐ ☐

- 

○ ○ ○ ○ ○ ○ ○

- 6 •

- ① Ford thought the Selden patent was ridiculous.
- ② Ford Motor Company was built by the money from ordinary citizens.
- ③ The average wage of the automobile industry was \$2.34 in 1914.
- ④ Ford paid the workers higher out of humanitarianism.

Keys  
1. B 2. A 3. B 4. C 5. D



### Writing Practice

Write an essay within 250 words, stating the differences between two objects which have something in common.



## Unit 2

# Henry Ford: A Striking Figure in Business II

## 亨利·福特：商海中崭露头角 (2)



由于意见的分歧，福特最终买断了其他股东的股份，成为了公司惟一的老板。他在红河建立了一个新的工厂，从而实现了完全自给自足式的生产。

During its first five years the Ford Motor Company produced eight different models, and by 1908 its output was 100 cars a day. The stockholders were **ecstatic**<sup>1</sup>; Ford was dissatisfied and looked toward turning out 1,000 a day. The stockholders seriously considered court action to stop him from using profits to expand. In 1909 Ford, who owned 58 percent of the stock, announced that he was only going to make one car in the future, the Model T. The only thing the minority stockholders could do to protect their **dividends**<sup>2</sup> from his all-consuming imagination was to take him to court, which Horace and John Dodge did in 1916.

The Dodge brothers, who formerly had supplied chassis to Ford

1 ecstatic /eks'tætik/ *adj.* 狂喜的，入迷的

2 dividend /'dividend/ *n.* 股息，红利



but were now manufacturing their own car while still holding Ford stock, sued Ford for what they claimed was his **reckless**<sup>3</sup> expansion and for reducing prices of the company's product, thereby **diverting**<sup>4</sup> money from stockholders' dividends. The court hearings gave Ford a chance to expound his ideas about business. In December 1917 the court ruled **in favour of**<sup>5</sup> the Dodges; Ford, as in the Selden case, appealed, but this time he lost. In 1919 the court said that, while Ford's sentiments about his employees and customers were nice, a business is for the profit of its stockholders. Ford, **irate**<sup>6</sup> that a court and a few shareholders, whom he **likened to**<sup>7</sup> **parasites**<sup>8</sup>, could interfere with the management of his company, determined to buy out all the shareholders. He had resigned as president in December 1918 in favour of his son, Edsel, and in March 1919 he announced a plan to organize a new company to build cars cheaper than the Model T. When asked what would become of the Ford Motor Company, he said, "Why I don't know exactly what will become of that; the portion of it that does not belong to me cannot be sold to me, that I know." The Dodges, somewhat inconsistently, having just taken him to court for mismanagement, vowed that he would not be allowed to leave. Ford said that if he was not master of his own company, he would start another. The **ruse**<sup>9</sup> worked; by July 1919 Ford had bought out all seven minority stockholders. (The seven had little to complain about: in addition to being paid nearly \$106,000,000 for their stock, they received a court-ordered dividend of \$19,275,385 plus \$1,536,749 in interest.) Ford Motor Company was reorganized under a Delaware charter in 1920 with all shares held by Ford and other family members. Never had one man controlled so completely a business enterprise so gigantic.



The planning of a huge new plant at River Rouge, Michigan, had been one of the specific causes of the Dodge suit. What Ford dreamed of was not merely increased

③ reckless /'rekli:s/ *adj.* 轻率的, 卤莽的, 不顾危险的

④ divert /di'və:t/ *v.* 转移, 转移用途, 转向

⑤ in favor of 赞同, 支持

⑥ irate /ai'reit/ *adj.* 愤怒的, 被激怒的

⑦ liken... to... 把……比作……

⑧ parasite /'pærəsait/ *n.* 寄生的人, 靠他人为生的人, 好吃懒做的人

⑨ ruse /ru:z/ *n.* 诡计, 计策