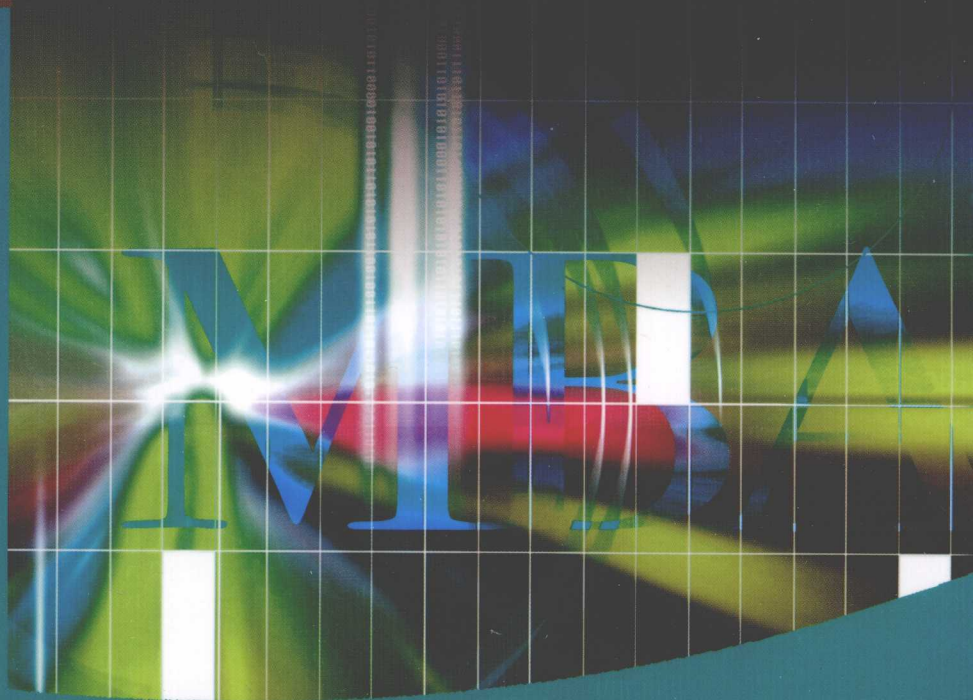




世纪实用研究生英语系列教程

MBA ENGLISH



MBA研究生英语 综合教程

主编 王慧莉 刘文字 曹晓玮

 中国人民大学出版社

21 世纪实用研究生英语系列教程

MBA 研究生英语 综合教程

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近年来,全国工商管理硕士(MBA)的招生人数逐年增长,因此教材的编写也应该做出相应的调整,以适应 MBA 英语课程的需求。

MBA 英语课程一般采用集中授课的形式,在有限的时间内让学生真正学到一些实用的东西是非常必要的。所以这一阶段的教学不应是本科英语课程的简单延续,而应是帮助学生真正掌握一些实用的东西。一方面,根据专业的要求,教程的内容需要围绕着工商管理的几个主要方面;另一方面,课文要原汁原味,让学生接触到最真实、最地道的英语。

《MBA 研究生英语综合教程》共分为 15 个单元,内容涵盖全球化、商务战略、公司产品、企业文化、领导能力、企业责任、市场营销、商品品牌、产品广告、有效沟通、管理创新、商务礼仪、企业并购、特许经营、电子商务等。

每个单元分为六个部分。

第一部分:Lead-in,主要为读者提供与本单元内容相关的背景知识及词汇,为参与其他的学习活动做好热身。

第二部分:Reading,所有文章选自近年国外期刊、商务英语出版物的原版文章。为了能让读者更好地理解课文内容和掌握相关词汇,课文之后设计了多种练习形式。

第三部分:Listening,提供和本单元内容相关的各种场景下的对话和独白,设计了简单实用的练习形式,旨在训练读者的听力。

第四部分:Speaking,设计了和本单元内容相关的口语活动,并提供了完成口语活动所需的常用表达法,供学习者学习模仿,力求帮助学生在“学中用,用中学”。

第五部分:Writing,设计了和本单元内容相关的写作练习,文体大部分是应用文。

第六部分:Case Study,提供了一篇和本单元内容相关的案例,供读者讨论,提出自己的看法、观点及解决办法。体现用英语作为工具来解决问题的指导思想,从而更好地帮助学生做到“学中用,用中学”。

为了便于使用与学习,每单元后面都列出了本单元出现的常用单词和生词,供读者查阅。

尽管本书的编写力求准确、实用,但限于编者水平,书中定有许多需进一步改进和完善之处,祈请各位同行和广大读者批评指正。

本书要特别感谢美国洛杉矶加州州立大学的 Jose L. Galvan 教授,他对本书进行了通读和审阅,并提供了宝贵的修改意见。

编者
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Globalization



Lead-in

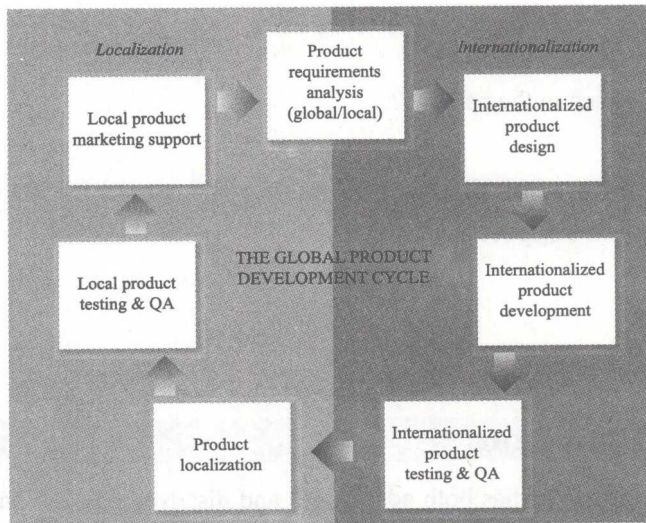
- A** Read the following passage to get some information about globalization, paying attention to the bold words and expressions.

What Is Globalization?

Technology, Business, and Culture Meet

Globalization is more than a technical process. While there is a strong technical component, successful globalization involves changing the way an organization does business. As long as international market is treated as a secondary concern and a place to save on costs, globalization efforts will not be truly successful. In particular, globalization is not a process that starts after a product has been designed. If global concerns and plans for after-market support are not made even before product development begins, costs will go up and quality problems will emerge.

Globalization can best be thought of as a cycle rather than a single process, as shown below:



In this view, the two primary technical processes that comprise globalization—**internationalization** and **localization**—are seen as part of a global whole:

- Internationalization **encompasses** the planning and preparation stages for a product in which it is built by design to support global markets. This process means that all cultural **assumptions** are removed and any country- or language-specific content is stored externally to the product so that it can be easily **adapted**.
- Localization refers to the actual adaptation of the product for a specific market. It includes translation, adaptation of graphics, adoption of local currencies, use of proper forms for dates, addresses, and phone numbers, and many other details, including physical structures of products in some cases. If these details were not **anticipated** in the internationalization phase, they must be fixed during localization, adding time and expense to the project. In extreme cases, products that were not internationalized may not even be localizable.

Even beyond these processes, globalization encompasses global and local marketing, local after-market support, the establishment of local business presence, and many other aspects of global business.

B Try to answer the following questions about globalization.

1. What does successful globalization involve?
2. What will happen if global concerns and plans for after-market support are not made before product development begins?
3. What technical processes does globalization comprise?
4. What does internationalization mean?
5. How is localization defined in the passage?

C Think about whether globalization is making the world better or worse? Use specific examples to support your ideas.



Reading

Starting Up Question

Do you know that globalization has both advantages and disadvantages? What problems may occur in the business globalization?

Crossing Borders: the Globalization Debate

[1] Globalization can be defined as a phenomenon of increased economic **integration** among nations, characterized by the movement of people, ideas, social customs and products across borders. This phenomenon has a long history, dating back to the trade routes developed during the Roman Empire, as well as those pioneered by Marco Polo or ocean **voyagers** like Columbus and Magellan.

[2] The current globalization period more or less began in the late 1960s. Reduced transportation costs, the opening of new markets (such as Asia, Eastern Europe and South America), and the general lowering of **tariffs** worldwide have helped **boost** international trade as a share of domestic economic activity. A key development behind the current globalization wave is the **revolution** in information and communication technologies (ICT). Although shipping **merchandise** goods is still the dominant form of trade between countries, trade in services that takes place across **transoceanic** cables or by satellite is of increasing importance.

The Benefits of Globalization

[3] The benefits of globalization are essentially based on the benefits of free trade. International trade is beneficial because of the principle of comparative advantage, which allows a country to specialize in the activities that it does best, given its labor, natural resources and technology. The **estimated** net benefits that flow from free trade are **substantial**. According to a study by economists Bradford, Grieco and Hufbauer, international trade has increased real household income by between \$7,000 and \$13,000. Removing all existing barriers to trade, they argue, would produce an additional real income gain of between \$4,000 and \$12,000.

[4] In addition to the fact that people and nations can produce more goods and services when they specialize, thereby increasing the total amount of goods and services produced worldwide, free trade also increases the variety of goods and services **available** to consumers. Without trade, coffee drinkers in the United States would pay much higher prices because the nation's supply would depend solely on Hawaiian or Puerto Rican sources. Scarce resources would need to be redirected to produce more coffee, leaving fewer resources to produce other goods and services.

[5] Similarly, Honda or BMW drivers would be forced to drive Chevrolets or Fords. Given that technological innovation in the automotive industry, as well as other industries, often **arise from** competition, the quality of cars might also be much lower for all car manufacturers.

[6] The competitive forces of globalization have also been important factors in boosting U.S. labor productivity growth in recent years. This growth can occur in a couple of ways. First, increased competition **spurs** domestic firms to invest in equipment and software **embodied** with the latest technology. Second, moving less-skilled labor to low-wage countries increases the

relative demand for higher-skilled, higher-productivity labor.

[7] **Proponents** of globalization argue that increased economic integration benefits workers in relatively poor countries by providing them access to new ideas and new technologies; this **exposure** increases their productivity and real wages. According to Harvard professor Xavier Salai-Martin, this has helped to reduce world income inequality over the past 20 years.

The Downside of Globalization

[8] Although free trade benefits society because it increases the world output of goods and services, it also creates losers in certain industries which cannot compete with foreign manufacturers. The biggest losers are both the workers and the owners (shareholders) in these industries, such as the U.S. television manufacturing industry which could not compete with foreign competition. If producers can **substitute** a cheaper foreign source of labor relative to the domestic wage rate, many will choose to move their production overseas, creating increased unemployment.

[9] The largest unemployment effects are probably among less-skilled workers employed in ordinary production processes that can be done much cheaper overseas, such as making products like T-shirts or baseballs or reading service manuals at call centers. Since high-skilled workers are paid a **premium** for their labor, moving lower-skilled work offshore increases the domestic demand for higher-skilled workers relative to lower-skilled workers. Only one-third of the current U.S. labor force has graduated from college, however, and increasing that percentage will take time. At the end of WW II, the college-educated share of the labor force was 6 percent. At that rate, economists predict that reaching 50 percent of the labor force will not come about until 2047.

[10] One potential consequence of this is rising income inequality between low-skilled and high-skilled workers. According to the Organization for Economic Cooperation and Development (OECD), increases in income inequality have been most pronounced in the United States, the United Kingdom and some smaller European countries. Increases in the demand for skilled labor are clear market-based **incentives** for workers to boost their education levels and, perhaps, for firms to increase their workforce training. The demand for high-skilled workers over the long run can also be boosted by research and development, which is often the genesis of new ideas that boost economic growth and living standards over time.

[11] A key difference between the current globalization **episode** and those from the past is the **sheer magnitude** of the number of workers who have entered the labor pool. The rise of China and India as important exporters of goods and services means that many of their workers are now directly competing with workers in countries like the United States, Japan or Mexico. Economically, an increase in the supply of labor puts downward pressure on wages assuming no change in labor demand.

Conclusion

[12] As global competition has increased, so have the voices of **protectionism**. Ultimately, policymakers must decide whether the costs of maintaining relatively free trade—by expanding public programs to **compensate** the losers of trade, or those who perceive themselves as losers—is a small price to pay for maintaining a global economic system that has produced large benefits for most parts of the world.

Check Your Understanding

A Answer the following questions briefly.

1. What is still the dominant form of trade between countries?
2. Why is international trade beneficial?
3. What does technological innovation arise from?
4. Whom does the unemployment affect most?
5. How does the current globalization episode differ from the past?

B Complete the following sentences by choosing words and expressions from the text. Change the forms of the words when necessary.

1. China's fast economic development and the _____ of Hong Kong provide a bright future for mainland students. (para. 1)
2. In an effort to _____ decreasing sales, China is cutting the tax on little cars. (para. 2)
3. For the country's largest oil refiner Sinopec, we _____ the company will suffer 101 billion yuan in refining losses for the full year. (para. 3)
4. Several cars are _____ within this price range. (para. 4)
5. We shall accumulate new experience and try new solutions as new problems _____. (para. 5)
6. It is widely accepted that international competition was a _____ to modernization. (para. 6)
7. The newspaper's _____ of the official's embezzlement and bribery led to his arrest. (para. 7)
8. In manufacturing, cheaper materials are constantly _____ for the better and more expensive kind. (para. 8)
9. The management wanted some 250 workers to give up their present _____ pay, which would have cut their daily wages by about \$5 a man. (para. 10)
10. According to the contract, workers _____ for injuries suffered at their work. (para. 12)

◎ Apply Your Understanding

Translate the following sentences into English.

1. 全球化可以被定义为国家之间日益增进的经济融合的一种现象，其特点是人口、思想、社会习俗和产品的跨界移动。
2. 人员和国家在生产专业化时可以生产出更多的产品和服务，进而增加了全球产品和服务的产出量；除了这个事实，自由贸易还为消费者增添了产品和服务的种类。
3. 全球化的支持者声称，越来越多的经济融合对于相对贫困的国家的工人是有利的，因为这会提供给他们接触新的思想和技术的途径；这种接触会使生产力提高，工人工资上涨。
4. 如果在海外可以找到相对国内工资水平更为廉价的劳动力，许多生产商会选择把生产移到国外，这样一来，国内的失业会更加严重。
5. 中国和印度作为产品和服务出口国的不断壮大，意味着他们的工人与美国、日本或是墨西哥的工人在进行直接竞争。



Listening

A Match the following words with their meanings.

1. homogenize	a. the state or fact of remaining the same one or ones, as under varying aspects or conditions
2. loyalty	b. a successful, flourishing, or thriving condition
3. identity	c. to maintain or defend
4. proceed	d. the quality of being one of a kind
5. attribute	e. to move or go forward or onward, esp. after stopping
6. individualism	f. the act of transacting within or between groups (as carrying on commercial activities)
7. prosperity	g. something used as a symbol of a particular person, office, or status
8. assert	h. a social theory advocating the liberty, rights, or independent action of the individual
9. uniqueness	i. to make uniform or similar, as in composition or function
10. transaction	j. faithful adherence to a sovereign, government, leader, cause, etc.

B Listen to the first part of an interview with Professor Carter, an expert of business globalization, and answer the following questions.

1. How far is the influence of globalization?

2. Is this regional limitation universally true?
3. According to Professor Carter, homogenization will ever occur on a deeper level?
4. How does the cultural gap change between the United States and Asia in the past 40 years?

C Listen to the second part of the interview and then answer the following questions. Write your answers in the spaces provided.

How does Professor Carter understand culture?

Components of culture	
Deeper identities for culture	
Social network in Latin American countries	

D Listen to the third part of the interview and then fill in the blanks. Write your answers in the spaces provided.

1. A set of cultural attributes that must accompany economic modernization include a greater degree of _____. That is to say, people will be evaluated on their _____ rather than in terms of their family backgrounds.
2. _____ bothers Professor Carter about the recent discussions of globalization.
3. It is the _____ brought about by globalization that permits cultures to really assert their own uniqueness.

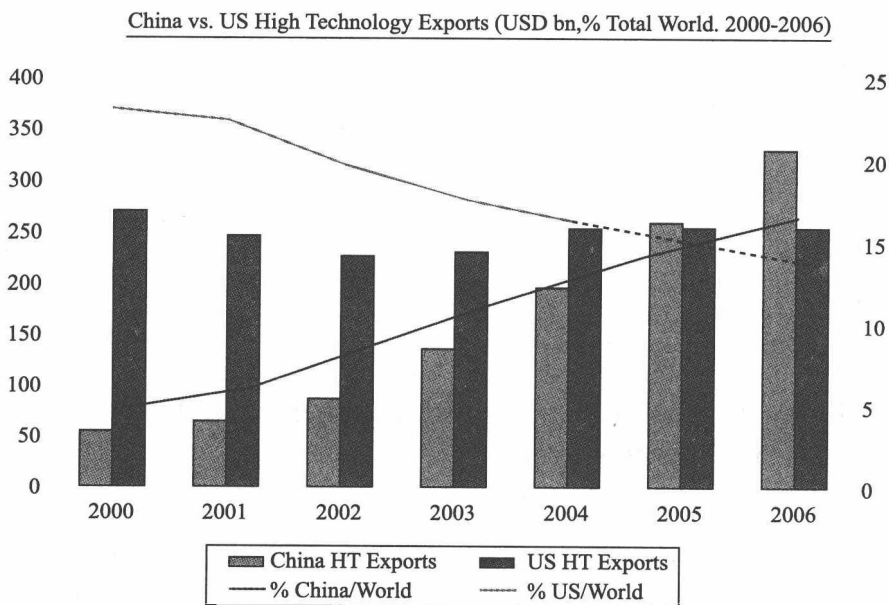
E Listen to the final section of the interview and decide whether the following statements are true (T) or false (F).

- () 1. Professor Carter thinks technology alone is going to make globalization happen.
- () 2. In digital commerce, people are now technically capable of carrying out a transaction.
- () 3. What globalization requires is not the creation of a whole new series of services that are able to convey the information needed for trust.



Speaking

- A** Take down the information you will have heard when one student describes the bar chart below. After that, discuss in pairs what contributes to China's increase in high-tech export and why America decreased its export in 2002 and 2003.



- B** To ensure that the free trade can go smoothly, some regional and international economic organizations have been built up. Match the two columns, and share with the class what you know about these organizations, based on your previous knowledge and research on the internet.

1. IBRD	a. 国际货币基金组织
2. NAFTA	b. 世界贸易组织
3. APEC	c. 国际复兴开发银行
4. IMF	d. 亚太经合组织
5. EU	e. 欧盟
6. WTO	f. 北美自由贸易区

- C** Participate in a mock global trade conference, in which representatives of many

countries discuss important international trade issues such as barriers, tariffs and quotas. Each student or a pair of students should research an assigned country, investigating the country's imports, exports, economic stability or instability, political atmosphere, current events, and any other relevant information. Students then represent their assigned countries' views in the mock trade conference, always remembering how the groups' decisions will affect their "home countries".



Writing

Situation:

You run a company and plan to globalize your products. Recently you heard from a foreign company who wanted to act as your distributor. Now please write a letter to one of your business partners in that country, asking him to help you investigate the market there. Detailed information is listed as below:

- Product: metals
- The overseas company: the Impex International Trade Company
- The overseas country: the United States
- Your plan: going to the US in October

Write your message in the space provided.

Sender:

Date:

Subject:

Dear Walter,

All the best,



Case Study

What Globalization Really Means to a Particular Business

Making fundamental strategic choices

Global strategy, like any other strategic decision, requires fundamental choices. The most obvious decisions involve a choice of markets and a choice of products. Related decisions are about mode of entry. Stated simply, the choices are which markets should we enter? With which products? In what way? Each of these seemingly simple choices involves a myriad of considerations. Sometimes, the optimal strategy is to license a company's technology rather than to enter directly; at other times, a joint venture is appropriate, and sometimes anything other than a wholly owned subsidiary is sub-optimal. What makes global strategy such an interesting challenge is that there is no one right answer. As a result, there is opportunity to differentiate oneself.

Though each product, each business, and each market must be looked at uniquely, there is an underlying logic to the dimensions that must be assessed. Typically, these dimensions involve four considerations: operations and costs; customers and markets; competition; government policies.

In assessing operations and costs, for example, you analyze the extent to which a product benefits from manufacturing on a large scale.

Will it, in fact, reduce costs, and therefore, should there be a few large plants located strategically to meet the needs of multiple geographies? Are there products that can be transported easily?

In terms of global business, is the product transferable because the needs of customers are relatively similar across geographies? Is it a product where selling in multiple markets will increase competitive advantage in the home market? Are the competitors in that particular market already global and therefore, does the company need to have a presence in multiple markets to be able to defend against the competitors?

Sometimes, answering these questions in the context of a company's organization is as much a political as an economic and strategic process. Does the product have a committed champion? Does the manager have credibility? Will he attract resources? These are all questions that help to guide the fundamental decisions to be made.

A matter of making savvy decisions

Much of strategy requires making decisions with incomplete information. In no case is this truer than in decisions about global strategy, because much of the debate about entry strategies into a new geography results from a trade-off, a balancing between market potential and

economic and political risk. In international business, the risk dimension becomes quite complex because you have to think about political or so-called “non-market” risk factors, in addition to market risk and competitive risk factors. In addition, companies particularly those having multiple product lines, have to make decisions about how they are going to use their resources, and that typically means that they cannot globalize all their product lines at the same time. One of the strategic decisions becomes which business or which product should be globalized earliest.

Regardless of how a company starts, once a company begins to have a presence in multiple markets with multiple products and with sourcing of materials and components and alliances, it inevitably develops multi-country presence in terms of people, assets, locations, revenues, and relationships. In short, its business is dispersed across geographies.

But just because a company has assets and revenues that are dispersed across geographies and it has presence in multiple geographies does not mean that it is fully leveraging and taking advantage of its assets. In other words, distribution of assets in multiple markets does not necessarily mean that the company has fully taken advantage of the resources that it has invested. Just because a company manufactures in multiple locations does not mean that it has optimized its value chain on a global basis. And in global competition, a globally optimized value chain is much more critical than just having geographically dispersed manufacturing locations.

Just because a company distributes and sells its products in multiple markets does not mean that it is fully leveraging its brand globally. Leveraging its brand, creating market equity across geographies, can be more important in the long term than making sure that the company has revenues in multiple markets.

Just because a company does product development or R&D in different countries and different geographies, or sources components from different geographies, does not mean that it is fully tapping into the knowledge and learning that it is creating in multiple markets. In these days when competitive advantage derives from knowledge, tapping into the intellectual capital that businesses create in multiple markets, making sure that these sources of capital and knowledge, are linked together is a much more defensible and sustainable source of competitive advantage than having dispersed sources of innovation and development.

Ultimately, an executive must take the presence the company has in multiple markets and view it like a global game of chess. He must coordinate competitive moves across countries, consciously deciding in which country to launch a product, consciously deciding it on the basis of where the global competitors are strongest, where the cost structure is lowest, and where the company is likely to get the quickest market feedback. Then he must decide how to launch the product in other markets and how to manage pricing in multiple markets. It is the global chess game rather than individual market share games being played by local country managers that is more important in determining whether the company will truly optimize its global investments.

Unless all these elements fit together, it is difficult if not impossible to fully leverage the global potential of an organization, and deploying assets without fully leveraging and capturing their potential is anathema to a global strategist.

A Answer the following questions according to the article.

1. What is the optimal strategy for globalization?
2. Why does the risk dimension become quite complex in international business?
3. What is more important in determining whether the company will truly optimize its global investments?

B Give a five-minute presentation about your experience of globalizing your products or investing in the global market. Do you agree or disagree with the ideas given in the article? Use examples and evidence to support your position.

C Extended Task

Work in two groups, A and B. Group A discuss some of the opportunities of business globalization. Group B discuss the threats or challenges associated with it. Then form a pair—one from Group A and another from Group B. Give a short presentation summarizing the points you discuss in your group.



Word Check

Lead-in

adapt	使……适应
anticipate	预期, 期待
assumption	假定, 设想
encompass	围绕
internationalization	国际化
localization	地方化