



新标准高职英语专业系列教材

应用英语综合

2

INTEGRATED COURSE

学生用书

主编 邹 申

应用英语综合 2

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前言

为适应行业发展和国家产业转型升级对高技能英语专门人才的需求,上海外语教育出版社组织外语教育专家编写了“新标准高职英语专业系列教材”。教材按照“高职高专英语教学文件”(下面简称“教学文件”)中对英语类专业的培养目标、素质结构 and 能力结构的要求编写,着重培养学生在新时代背景下生活和工作所需的英语语言应用能力和跨文化交际能力,兼顾相关职业素养和人文素养的提高。

作为该系列主干教材的组成部分,《应用英语综合》严格按照教学文件中的原则和精神编写,在编写宗旨、单元设计、材料选择、课堂活动和课堂练习的设计上力图忠实地诠释教学文件中的各项指标。

一、编写总则

1. 以教学文件为准则,以先进的外语教学理论为指导,采用灵活、多样的教学方法和手段;
2. 大力提倡以学生为中心的教学理念,积极创造宽松、友好、融洽的课堂学习环境,充分调动学生的学习积极性,增强学生的自信心,培养学习兴趣;
3. 在教学过程中做到“四个结合”:语言知识与语言技能相结合、单项技能与综合应用能力相结合、语言教学与文化传授相结合、课堂教学与自主学习相结合;
4. 注重培养学生的语言应用能力、学习策略和综合文化素养;
5. 读写为主,听说为辅;以职场交际为最终目标,突出职业能力的培养。

二、选材要求

内容要具有时代性、人文性、基础性和实用性,体现职场交际特色。材料语言内涵要丰富,主题贴近时代和学生学习生活。

三、练习特点

1. 形式多样,有新意,注重情景化;
2. 鼓励课堂师生互动或学生间互动;
3. 在练习过程中融合语言能力的训练和语言知识的强化。

四、教程架构

本教材共分三册,每册包含学生用书、教师用书。每单元教学量为8课时。

五、单元框架

学生用书		教师用书
READING	Text A: Before Reading Reading After Reading Oral work	Background Information Text Analysis New Words and Expressions Language Study Reference Answers Translation of Text A
	Text B: Before Reading Reading After Reading Oral work	Background Information New Words and Expressions Language Study Reference Answers Translation of Text B
WRITING	Explanation Assignment	Reference Answers
INTEGRATED EXERCISES	Public Speech Training Dictation Vocabulary Study Grammar Focus Translation Classroom Interaction	Reference Answers

《应用英语综合》的编者具备深厚的理论语言学、二语习得及外语教学理论功底，同时长期在英语教学一线工作，有着丰富的教学经验。愿本教材能以其时代性、人文性、基础性、实用性以及职场交际特色，为推动我国高职英语教学改革助一臂之力。

主编 邹申

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1

Famous People

TEXT A

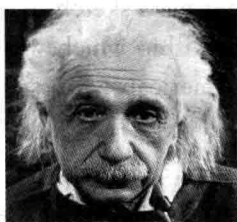
Before Reading

- 1 Read about the people below, and discuss the questions with a partner. Have you ever heard of any of them?



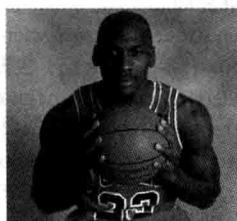
Abraham Lincoln

(1809–1865) As the 16th president of the United States, Abraham Lincoln helped keep the American Union together during the Civil War and abolished slavery in the United States. Remembered for his honesty, compassion, and strength of character, Lincoln remains one of the most respected presidents in American history.



Albert Einstein

(1879–1955) German-born American physicist and Nobel laureate, best known as the creator of the special and general theories of relativity and for his bold hypothesis concerning the particle nature of light. He is perhaps the most well-known scientist of the 20th century.



Michael Jordan

(1963–) American professional basketball player, considered by many to be the greatest player in basketball history. Jordan led the Chicago Bulls to six National Basketball Association (NBA) championships (1991–1993, 1996–1998). His widespread appeal to fans helped make basketball one of the world's most popular spectator sports.

- a. What sort of impact have these people had on history?
 - b. Which person above do you admire most? Why?
 - c. Name three important national figures of the past thirty years in China and discuss with your partner their remarkable achievement.
- 2 Do you like watching TV programs? Who is your favorite TV presenter? Do you know anything about his/her personal life?

Now, read TEXT A to learn about the childhood of Sue McGregor, a famous British TV presenter.

Reading



My Childhood

Sue McGregor

Why did the author
feel strange about
her own father?

My father returned after VJ Day, and, like many war children, I was quite taken aback by his sudden reappearance. I could see that my mother's attention was now thoroughly divided, and I turned up regularly in the morning at their bedroom door asking the identity of the strange man in her bed. But my father was devoted to us both, and besides he was a wonderful teller of bedtime stories. Gradually I came to accept him.

Who was Roald
Dahl?

By the time I was five we had moved to Wheatley, just outside Oxford. Now a sprawling place, almost an outer suburb of the city, it was then a small village consisting largely of a church, a manor house, a short high street and some attractive cottages built of warm grey stone. Here my father, now a lieutenant-colonel in the RAMC (he was not finally demobbed until 1947), continued his neurological work as head of the medical wing of the specialist Head Injury Hospital, treating former members of the armed forces. One of his patients there was the writer Roald Dahl, who had been badly wounded after being shot down over the north African desert. They became friends, and later Roald, after his first trip to Hollywood, sent me a sketch of Mickey Mouse signed by Walt Disney himself. It was a friendship which was to be renewed after Roald married the Oscar-winning American actress Patricia

be taken aback to be very surprised about something

吃了一惊

reappearance /ˌriːəˈpiərəns/ n. appearing again after not being seen for some time 再现

turn up to arrive at a place, especially in a way that is unexpected 出现

regularly /ˈregjʊləli/ ad. often 经常

identity /ˈ(aɪˈdɛntɪti/ n. a person's name or who a person is 身份

devoted /dɪˈvəʊtɪd/ a. giving someone or something a lot of love and attention 挚爱的; 恩爱的

sprawling /ˈsprɔːlɪŋ/ a. spreading over a wide area in an untidy or unattractive way 杂乱无序的

suburb /ˈsʌbɜːb/ n. an area where people live which is away from the centre of a town or city 郊区

consist of to be formed from two or more things or people 由……组成

largely /ˈlɑːdʒli/ ad. mostly or mainly 很大程度上; 主要地

manor /ˈmænə/ n. a big old house with a large area of land around it 庄园

high street the main street of a town where most of the shops and businesses are 大街, 主要街道

lieutenant-colonel /leɪˈtenəntˈkɜːnl/ n. an officer or official with the rank just below colonel 陆军中校

demob /diˈmɒb/ v. to send home the members of an army, navy etc., especially at the end of a war 使复员

neurological /ˌnjuərəˈlɒdʒɪkəl/ a. of the scientific study of the nervous system and its diseases 神经病学的

wing /wɪŋ/ n. one of the parts of a large building, especially one that stick out from the main part (尤指主体突出的) 房屋翼部

specialist /ˈspeʃəlist/ a. concentrating on a restricted field, market, or area of activity 专门的

sketch /sketʃ/ n. a simple, quickly-made drawing that does not show much detail 素描

Neal and settled in Great Missenden, in Buckinghamshire — by which time he was an immensely successful writer of short stories for adults and of children's books. In the late sixties my parents and I visited the Dahl family in Great Missenden. Roald, tall and courteous, introduced us to the children and showed us the gypsy caravan in the garden and the shed nearby where he did his writing. Patricia was by then making a remarkable recovery from a stroke, helped by a roster of neighbours who came in daily to talk to her and stimulate her. She even went on to make one or two more movies. Sadly, they eventually decided to live apart and Roald married again.

What was the relationship between Roald and Patricia?

3. Our home in Wheatley was Pound Cottage, which my parents rented. On a corner close to the edge of the village, it was a tiny eighteenth-century stone house with steep steps to a basement, where I was forbidden to go. In the field opposite stood the conical stone marking the village "pound" — long out of use — which gave the cottage its name. My mother once said that the couple of years we were there were the happiest of her life. At weekends we went on expeditions. My parents brought out their bicycles and all three of us, I in a basket at the back at first, and later on a small bicycle of my own, cycled round the Oxfordshire villages looking at interesting churches. My father was still a good amateur watercolourist. He encouraged me, once we had chosen the right spot, to sit at his side with a tiny easel and paint my own impressions, and occasionally when local people came to look over our

What kind of a place did the author's family live in?

What did the family do at weekends?

immensely /ɪ'mensli/ *ad.* very much 非常, 极大地
 courteous /'kɜ:tɪəs/ *a.* polite and showing respect for other people 彬彬有礼的, 客气的
 gypsy /'dʒɪpsɪ/ *n.* a member of a group of people originally from India, who traditionally live and travel around in caravans, and who now live all over the world 吉普赛人
 caravan /'kærəvən/ *n.* a covered vehicle that is pulled by a horse, and in which people can live 篷车
 shed /ʃed/ *n.* a small building, often made of wood, used especially for storing things 棚; 库
 recovery /rɪ'kʌvəri/ *n.* the process of getting better after an illness, injury etc. 恢复, 康复
 stroke /straʊk/ *n.* if someone has a stroke, an artery (=tube carrying blood) in their brain suddenly bursts or becomes blocked, so that they may die or be unable to use some muscles 中风
 roster /'rɒstə/ *n.* a list of the names of people on a sports team, in an organization etc. 花名册
 stimulate /'stɪmjuleɪt/ *v.* to encourage or help an activity to begin or develop further 刺激
 eventually /ɪ'ventʃʊəli/ *ad.* after a long time, or after a lot of things have happened 最终

live apart to separate 分居
 rent /rent/ *v.* to regularly pay money to live in a house or room that belongs to someone else, or to use something that belongs to someone else 租用
 steep /sti:p/ *a.* sloping at a high angle (斜面、楼梯、角度) 陡峭的, 陡直的
 basement /'beɪsmənt/ *n.* a room or area in a building that is under the level of the ground 地下室
 conical /'kɒnɪkl/ *a.* shaped like a cone 圆锥形的
 out of use not being used 不再被使用
 expedition /,ekspɪ'dɪʃən/ *n.* a short journey, usually made for a particular purpose (为特定目的而做的) 旅行
 amateur /'æmətə/ *a.* engaging or engaged in without payment; non-professional 业余的; 非专业的
 watercolorist /'wɔ:tə,kələrɪst/ *n.* an artist who paints pictures with paint that is mixed with water 水彩画家
 easel /'i:zl/ *n.* a wooden frame that you put a painting on while you paint it 画架
 impression /ɪm'preʃən/ *n.* a graphic or pictorial representation of someone or something 图像, 画

Which school did the author go to on weekdays?

shoulders I was delighted to get as big an audience as he did. On weekdays I went to school: Miss Hamersley's in Headington. Miss Hamersley, who was in her thirties and lived with her mother, was adored by all the children she taught in her tiny schoolroom. I was soon convinced that the words of the hymn she thumped out each morning on the piano were "All Things Bright and Beautiful, All Teachers Great and Small". I made friends with the Hassall family who lived in Wheatley manor house, and Tom and Mark Hassall and I collected snails, which we called Kucka Joeys. Tom was fond of pointing out the dramatic stain halfway up the walls on the village high street; he said it marked the depth of the water when the Thames had burst its banks the year before we had arrived and nearly drowned them all. After that I monitored each burst of rain with special interest.

Why did the author change several schools later on?

Then life became more uncertain again. We returned to a peripatetic way of living, mostly because of my father's medical work, and partly because he was reluctant to put down roots in austere postwar England. Like his father Tom, he had a restless nature. This meant that I went to several schools, including a boarding school, where I was sent when only six. I was then convinced that my parents had abandoned me forever. Later my mother realized that boarding school was not a good idea, and removed me to a day school near the house which my parents now shared with my grandparents —

audience /'ɔ:diəns/ n. a group of people who come to watch and listen to someone speaking or performing in public 现场观众

adore /ə'dɔ:/ v. to love someone very much and feel very proud of them 爱慕, 崇拜

convince /kən'vins/ v. to make someone feel certain that something is true 使……相信

hymn /hɪm/ n. a song of praise to God (赞美上帝或神的) 圣歌, 赞美诗

thump /θʌmp/ v. to hit against something loudly 重击

thump out to play a tune heavy-handedly 猛力弹奏

snail /sneɪl/ n. a small soft creature that moves very slowly and has a hard shell on its back 蜗牛

be fond of to like someone or something very much 喜欢

dramatic /drə'mætɪk/ a. exciting or impressive 给人印象深刻的

stain /steɪn/ n. a mark on something, especially one that cannot be removed 污点, 污迹

halfway /'ha:fwei/ a. at a middle point in space or time between two things 半途(的); 中间(的)

drown /draʊn/ v. to die from being under water for too

long, or to kill someone in this way 淹死, 溺死

monitor /'mɒnɪtə/ v. to carefully watch and check a situation in order to see how it changes over a period of time 监视; 监控

peripatetic /,perɪpə'tetɪk/ a. travelling from place to place, especially in order to do your job (因工作等而) 流动的

austere /ɔ:'stiə/ a. plain and simple and without any decoration (生活条件、方式) 刻苦的; 简朴的

postwar /,pəʊst'wɔ:/ a. happening or existing after a war, especially the Second World War 战后的

restless /'restlɪs/ a. unwilling to keep still or stay where you are, especially because you are nervous or bored 不安定的, 坐立不安的; 动作不停的

boarding school a school where students live as well as study 寄宿制学校

abandon /ə'bændən/ v. to leave someone, especially someone you are responsible for 遗弃

day school a school where the students go home in the evening rather than one where they live 走读学校

so near, in fact, that I could sneak out and run back home on a regular basis. I usually arrived before lunchtime, weeping with fury at the unfairness of life and being sent to yet another strange school. I do remember that when I did stay I was enormously impressed with our English teacher, who read poetry aloud to us, including parts of Bunyan's *Pilgrim's Progress*, some of which we were expected to learn by heart. I like the adventures of the Pilgrim; and I learned too a healthy respect for fine writing and the well-spoken word.

What made the author develop a healthy respect for fine writing and the well-spoken word?

Notes

1. **About the author** Sue McGregor joined the BBC in 1967 as a reporter for *The World At One*. She went on to host *Woman's Hour* from 1972 until 1987. In 1984 she became one of the hosts of BBC Radio 4's *Today's Programme*, a position she held until 2002. That same year she was appointed a CBE (Commander of the Order of the British Empire) for her services to broadcasting. Sue McGregor is a trustee of UNICEF and also of the John Ellerman Foundation. She is also on the Chancellor's Forum for the London Institute and an honorary graduate of several universities, among them Nottingham, Nottingham Trent and Dundee. She hosts *The Reunion* on BBC Radio 4 and continues to chair the popular book programme *A Good Read* on the same network.
2. **VJ Day (Para. 1)** Victory over Japan Day; August 15th, 1945, the day on which victory over Japan in World War II was celebrated
3. **he was a wonderful teller of bedtime stories (Para. 1)** he was very good at telling stories at bedtime
4. **I came to accept him (Para. 1)** I began to like him and accept him
5. **RAMC (Para. 2)** (in the UK) Royal Army Medical Corps
6. **Roald Dahl (Para. 2)** (1916–90) a British writer of very popular children's books which are often both funny and frightening, such as *Charlie and the Chocolate Factory* and *James and the Giant Peach*
7. **Walt Disney (Para. 2)** (1901–66) a US film producer who is famous for making cartoon films for children, and for inventing some of the best-known cartoon characters, including Mickey Mouse and Donald Duck

sneak /sni:k/ v. to go somewhere secretly and quietly in order to avoid being seen or heard 偷偷地走, 溜
 fury /'fjuəri/ n. extreme, often uncontrolled anger 狂怒, 暴怒
 unfairness /,ʌn'feənəs/ n. the nature of being not

right or fair, especially because not everyone has an equal opportunity 不公正, 不公平
 enormously /i'no:məsli/ ad. very or very much 极大地
 pilgrim /'pilgrim/ n. a religious person who travels a long way to a holy place 朝圣者, 香客

8. **Patricia Neal (Para. 2)** (1926–) U.S. stage and movie actress; born Patsy Louise Neal. She was an award-winning actress when she suffered several massive strokes in 1965. Her long, hard recovery was remarkable, and she returned to acting in 1968. Among the many movies in which she appeared were *Hud* (Academy Award, 1963), *The Subject Was Roses* (1968), and *Cookie's Fortune* (1999).
9. **Great Missenden (Para. 2)** a large village in the valley of the River Misbourne in the Chiltern Hills in Buckinghamshire between Amersham and Wendover
10. **Buckinghamshire (Para. 2)** a county of central England; county town, Aylesbury
11. **pound (Para. 3)** The village pound was a feature of most British medieval villages. A high walled and lockable structure, it served several purposes. The most common use was to hold stray sheep, pigs and cattle until they were claimed by the owners, usually for the payment of a fine or levy. The village pound was also used as an early form of jail or lock-up to hold petty criminals such as rustlers, thieves and vagabonds until they could be dealt with by the local sheriff or magistrate.
12. **Oxfordshire (Para. 3)** a county of south central England; county town, Oxford
13. **Headington (Para. 3)** a suburb of Oxford, England
14. **All Things Bright and Beautiful, All Teachers Great and Small (Para. 3)** All Things Bright and Beautiful, All Creatures Great and Small. This is the second line of the hymn *All Things Bright and Beautiful*. The author mistook the word "Creatures" for "Teachers", as indicated by the italics.
15. **Thames (Para. 3)** the longest river in England, which flows from the west into the North Sea
16. **when the Thames had burst its banks (Para. 3)** when the Thames had overflowed its banks
17. **because he was reluctant to put down roots in austere postwar England (Para. 4)** because he was unwilling to settle down in postwar England for its harsh living condition
18. **I could sneak out and run back home on a regular basis (Para. 4)** I could often secretly leave the classroom and run back home
19. **Bunyan (Para. 4)** (1628–88) an English preacher who wrote *The Pilgrim's Progress* while he was in prison for his beliefs
20. **Pilgrim's Progress (Para. 4)** (1678–84) a book by John Bunyan. It is an allegory of the difficult journey of the human soul through life to Heaven.
21. **we were expected to learn by heart (Para. 4)** we were required to memorize

After Reading

- Reading Comprehension Tasks

1 Read each of the following statements and decide whether it is true (T) or false (F).

- 1) The author was overjoyed to see her father when he returned after VJ Day. ()
- 2) After Roald married Patricia, they settled down in Great Missenden and lived happily ever after. ()
- 3) The author's home in Wheatley was Pound Cottage which got its name from a conical stone standing in the field opposite. ()
- 4) The author's mother was very unhappy during the couple of years they stayed in Wheatley. ()
- 5) The author's mother sent the author to a boarding school because she wanted her daughter to develop an independent character. ()
- 6) The author's love for fine writing and the well-spoken word can be partially attributed to her English teacher. ()

2 Answer the following questions.

- 1) How did the author's father get to know Roald Dahl?
- 2) Describe the author's first visit to the Dahl family in Great Missenden.
- 3) Describe the author's home in Wheatley.
- 4) What did the author do at weekends and on weekdays?
- 5) How did Tom explain the dramatic stain halfway up the walls on the village high street?
- 6) Why did the author's father refuse to settle down?

3 TEXT A is taken from Sue McGregor's autobiography. An autobiography is a book in which someone writes about their own life. Information in an autobiography is usually organized in chronological order. Words and phrases of time help the reader follow the sequence of narration. Read the following sentences and underline the time expressions. Then put them in order in accordance with the text.

- _____ In the late sixties my parents and I visited the Dahl family in Great Missenden.
- _____ By the time I was five we had moved to Wheatley, just outside Oxford.
- _____ My father returned after VJ Day, and, like many war children, I was quite taken aback by his sudden reappearance.
- _____ This meant that I went to several schools, including a boarding school, where I was sent when only six.

4 Explain the underlined parts in your own words.

- 1) Now a sprawling place, almost an outer suburb of the city (Para. 2)
- 2) by which time he was an immensely successful writer of short stories for adults (Para. 2)
- 3) helped by a roster of neighbours who came in daily to talk to her (Para. 2)

- 4) I was delighted to get as big an audience as he did (Para. 3)
- 5) After that I monitored each burst of rain with special interest. (Para. 3)
- 6) We returned to a peripatetic way of living (Para. 4)
- 7) he had a restless nature (Para. 4)
- 8) I learned too a healthy respect for fine writing and the well-spoken word. (Para. 4)

- Oral Work

In TEXT A, the author makes a vivid account of some interesting anecdotes in her childhood. Now talk with your partner and share with him/her one or two of your interesting childhood stories.

TEXT B

Before Reading

- 1 What qualities do you think are important for the following kinds of people? Write a list of important qualities for each kind. Then share your ideas with your group members.



doctor



firefighter



businessman



volunteer

- 2 There are many successful enterprises in the world. Name one or two you admire most. What products or services do they offer?
- 3 In your opinion, what might be the possible reasons for the success of these enterprises?
- 4 Do you want to set up your own business when you graduate? Why or why not?
- 5 In your opinion, what essential qualities are required for corporate leadership?
- 6 The following words and expressions appear in TEXT B. Find out their meanings from a dictionary.

podium	bureaucracy	meritocracy
blow up	ritual	recruit
globalization	outcome	prediction
conventional	juggernaut	take over
entrepreneur	hierarchy	transparent

Now, read TEXT B to learn about the remarkable transformations that GE made under the leadership of Jack Welch, the former CEO of GE.

Reading



My Twenty Years in GE

Jack Welch

1 Almost 20 years ago, I stood behind a podium at the Pierre Hotel in
New York and gave my vision to Wall Street analysts for what I wanted GE to
become. As high as my expectations were on that day, I never imagined that
the company and the people in it would be able to achieve so much.

2 We took a bureaucracy and we shook it. We created a world-class
organization, whose excellence is accepted on every continent. I believe the
GE I'm leaving is a true meritocracy, a place filled with involved and excited
people, with good values and high integrity.

What has GE
achieved in the
past 20 years?

3 It's a company that lives for great ideas, a place where the people do get
up every morning searching for a better way.

4 The journey has been a great one. Yet what GE became in 20 years is a
small snapshot of a company's lifetime. We built on the 100 years that came
before us. What excites me even more is what the organization might become
in the next 20 years. I know that its future will be guided by a spectacular
team that will take the company to greater things.

5 At times, the first ten years of my journey felt like war. We were
changing ahead of the curve, and we took our lumps for it. There are no
modest revolutions.

Why does the
author say that the
first ten years felt
like war?

6 There are no modest transformations of organizations, either.

7 Contrary to reputation, I've often been too cautious. I waited too
long to get rid of managers who weren't willing or able to face reality. I was
hesitant with some acquisitions, slow to embrace the Internet, even timid
about blowing up all the rituals and traditions of what once had been a
bureaucracy.

8 Almost everything should and could have been done faster.

9 Nonetheless, GE has become an organization that relishes change, uses
its size to take more risks and is focused outward on its customers — not
itself. I've always believed that when the rate of change inside an institution
becomes slower than the rate of change outside, the end is in sight.

What changes has
GE made over the
years?

10 The only question is when.

11 Learning to love change is an unnatural act in any century-old
institution, but GE I'm leaving does just that. Our passion to learn and
share new ideas was facilitated by an operating system that allowed diverse
businesses to grow faster and perform better than they would if they were on
their own.

- Which does GE value more, great people or great strategy? 12 Great people, not great strategies, are what made it all work. We spent extraordinary time recruiting, training, developing, and rewarding the best. Our reach and our success would have been limited without the best people stretching to become better.
- Name one GE product which fully demonstrates the benefit of globalization. 13 Globalization was one logical outcome of stretch. We've searched the globe for the best products and intellect. Our new Proteus radiology system from medical systems is a perfect example. The system, now being made in Beijing, is a product of an intercontinental supply chain that takes advantage of the best quality and lowest cost for every one of its 719 parts. The components are made in the United States, Canada, Mexico, North Africa, Morocco, Bangalore, Korea, and countries in western and eastern Europe. The scanner's generator is built in India, its suspension system is made in Mexico, and the tube mechanism is produced in the United States. Those parts and many other components are then shipped to Beijing for assembly.
- 14 Six Sigma ties all the pieces together.
-
- 15 Books like this are supposed to end with predictions ...
- 16 Predictions are difficult.
- What predictions does the author make? 17 When I became chairman, the conventional wisdom could be distilled in three "inevitable" trends. Oil was at \$35 a barrel and going to \$100 — if you could get it. The Japanese manufacturing juggernaut was going to take over America. And inflation, at 20 percent, would be in double digits forever.
- 18 So much for predictions.
- 19 There clearly are forces, however, that will change the way many of us think about markets, organizations, and management.
- Which country will exert enormous influence in the new century according to the author? 20 China will have enormous influence in the new century. Chinese entrepreneurs are open to change like never before. China's leaders are managing their society as they unleash their economy.
- 21 For those of you sitting in conference rooms drawing pie charts of the competitive landscape, leave half the pie open for the Chinese. There are companies in China today you've never heard of that will emerge as competitive giants in the next decade.
- 22 China is a lot more than a market. It is rapidly becoming a massive competitor.
- 23 The country's increasing economic power will complicate relationships among Europe, the United States, and Japan. Trade tensions will increase. I don't know what form protectionism will take, but I do know the discussions over it will be long and heated.
- What kind of structural change will the organization of the future make? 24 Hierarchy is dead. The organization of the future will be virtually layerless and increasingly boundaryless, a series of information networks in which more electrons and fewer people will manage processes. Information will become transparent. No leader will be able to hoard the facts that once made the corner office so powerful.
- 25 Most of the information a manager will need to run a business will reside on