

“十二五” 高等院校商务英语专业精品教材

主 编：时秀梅

主 审：张 雪

# 商务英语教程

Course of Business English

## 经济学和管理学经典定律

Classical Laws and Principles in  
Economics and Management



经济管理出版社

ECONOMY & MANAGEMENT PUBLISHING HOUSE

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## ●●《商务英语教程》

# 丛书总序 ●●

商务英语专业自 2006 年被教育部批准试办以来得到了较快的发展,并于 2012 年被正式列入《普通高等学校本科专业目录》。随着我国经济建设的高速发展和对外开放的日益扩大,截至 2013 年 12 月,国内已先后有 200 多所院校设立商务英语专业,其中国家教育主管部门批准了 6 批次共 62 所院校举办商务英语本科专业(2006 年 1 所,2007 年 2 所,2008 年 4 所,2009 年 7 所,2010 年 18 所,2011 年 30 所),2012 年批准了 83 所,到 2013 年底,又有 88 所高校获得了教育部的批准。这种大致一年翻一番的商务英语专业举办规模,既反映了教育主管部门积极审慎的态度,也反映了经济社会对商务英语本科专业复合型人才的需求。关于商务英语课程体系构建这一问题,教育部在“商务英语本科专业培养方案”中明确了基础英语类课程与商务英语类课程比例控制在 6:4~7:3。在实践中,关于经济学原理、管理学原理、国际贸易、国际金融、国际投资等经贸类专业核心课程的课时远远不及基础英语类课程的课时。正因为如此,商务英语专业的学生普遍感觉到专业核心课程知识掌握得不好,不仅仅是内容肤浅、系统性不够,而且很多基础理论和基本方法都因为时间紧迫,教师只能点到为止,学生抱怨只是学到了皮毛。怎样解决这一问题呢?考虑到商务英语专业学生综合性培养目标的要求,既不能够挤占基础英语类课程课堂的教学时间,又要兼顾打好经贸类专业核心课程的基础,最佳的途径就是结合英语专业学生晨读习惯,充分利用学生阅读时间,使学生在阅读的同时,又能学习到专业核心课最基本的知识。这样一来,既能够锻炼商务英语专业学生的口语,又能使学生在有限的时间内最大限度地、有系统地学习国际商务等经贸类知识,实现一举两得的目的。

本套丛书作为商务英语专业核心课程教材内容的补充,在选题上以商务活动相关领域知识为基础,侧重和突出国际商务的理论知识与实务现象,旨在加强学生对商务活动背景知识的了解和掌握,使学生在练习英语口语的同时,了解商务活动基础知识。本套丛书共分为 9 个分册,具体分册如下:

《商务英语教程》之经济学与管理学经典定律;

《商务英语教程》之国际性及区域性机构与组织;



《商务英语教程》之经贸报刊选读；  
《商务英语教程》之国际贸易知识；  
《商务英语教程》之国际金融知识；  
《商务英语教程》之国际投资知识；  
《商务英语教程》之市场营销知识；  
《商务英语教程》之国际商法知识；  
《商务英语教程》之国际会计知识。

每个分册包括“精选阅读材料”、“词汇解释”、“难句分析”、“注释”和“背景知识”等模块。本套丛书遵循“商务知识为主、英语词汇辅助、背景知识拓展、难易程度适中”这一原则进行编写。

本套丛书主要是针对高等院校商务英语专业大学生编写的，亦可供非英语专业的本科学生了解并学习商务知识使用，同时也可作为政府相关管理机构、公司、企业商务英语培训的辅助阅读材料及广大商务英语爱好者学习商务英语的阅读材料。

本套丛书由大连外国语大学应用英语学院时秀梅副教授（博士）主编，大连外国语大学应用英语学院院长张雪教授主审。本套丛书在编写过程中，得到了大连外国语大学应用英语学院领导的大力支持，还得到了经济管理出版社的鼎力支持，尤其是该社的申桂萍主任对书稿的出版做了大量细致的工作。在此一并表示真诚的感谢！同时，本套丛书在编写过程中，大量引用了现有商务英语专业涉及的各学科最新研究成果和经典教材的优秀内容，在此向所列文献来源以及由于编者疏漏未能列示的文献作者致以衷心的感谢。

由于编写者水平有限，在编写过程中，受到主客观因素的局限，本套丛书中难免会存在疏漏和不足之处，恳请广大专家学者、商务英语学界同行和读者朋友们谅解并提出宝贵意见和建议（E-mail: shixiumei@dlufl.edu.cn），您的关注、意见和建议是我们进一步修改、补充和完善的重要动力。

时秀梅

2014年4月23日于大连

# 前言

在现实生活中，对于成功，许多人认为是由偶然和运气造成的，其实不然，它是由真理和定律决定的。人类进步在很大程度上正是由于运用那些普遍存在的真理和定律而取得的。这些定律被称为“成功背后的经典”。

经济学和管理学中的那些具有普遍意义的经典定律，使我们的经济管理工作获得成功并变得有意义。它们告诉经济管理者如何面对经济现象、如何改善管理、如何构建组织、如何获取成功。作为经济管理者，只有自觉地去发掘、掌握这些经济学和管理学经典定律，才能读懂成功和平庸之间的区别，找到从平凡到成功的最为可行、最为稳妥、最为可靠的途径，从而越过障碍、绕过陷阱，扎实、迅速、准确地收获人生，成就伟业。

《经济学和管理学经典定律》分别从经济学和管理学角度着手，共选了55个神奇而经典的定律，包括聚集经济、阿罗的不可能定律、边际效用递减率、蘑菇管理定律、帕金森定律、马太效应、奥肯定律、羊群效应等。其中，每个定律都是千百年来世界最优秀经济学家、管理学家的思想和智慧的结晶，是经过千锤百炼、被反复实践验证的绝妙真理，也是我们经济管理工作必须掌握的生存利器和成功法则。这些经济学和管理学经典定律就像一扇扇人类智慧的窗户，帮助我们看清复杂经济现象及管理实践背后的真相，更深刻地认识经济事务和管理工作的本质，洞悉经济管理工作的方略，从而因势利导、顺势而为，收到事半功倍之效。

经济学和管理学经典定律是一种有助于我们直接提高效益的经济思维和管理方法的总结。经济学和管理学经典定律以各种形式在表象之下暗中支配着经济活动和商务实践。掌握并运用这些经典定律，我们可以更深入地把握住经济思维的本质和管理方法的灵魂，提高自己看待金钱、协调关系、衡量得失的智商、情商以及财商。掌握并运用这些经典定律，我们的工作和生活即踏上了通往成功的高铁或动车；相反，如果忽视这些经典定律，我们的工作和生活将永远在一种平庸的低速、低效率的状态中运转。经济学和管理学经典定律犹如一根“魔法棒”，指向哪里，哪里就会出现奇迹。

本册《经济学和管理学经典定律》由大连外国语大学应用英语学院时秀梅副教授



(博士)主编,由公安海警学院基础部教师李洁、大连外国语学院应用英语学院教师赵颖和辽宁交通高等专科学校管理工程系副教授徐桂丽老师任副主编。大连工业大学外国语学院汪静老师、大连外国语学院应用英语学院左冬梅老师和许丹老师也参加了本书的编写工作。全书由时秀梅负责设计总体框架、制定编写大纲、组织作者撰写及承担全书的总纂、修改,并且与赵颖一起承担了全书的最后校对工作。全书由时秀梅统稿,由张雪教授负责主审。

《经济学和管理学经典定律》为商务英语专业本科生的教材,亦可作为经济管理学科本科生课外阅读的教材及专业课的参考书,还可以作为经济管理、外贸金融、投资及项目管理等在职人员培训的专门教材及参考书。

由于编者的水平所限,难免存在不当之处,衷心希望使用本书的教师和同学及时指正。

时秀梅

2014年4月23日

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## Agglomeration Economies

The "**Agglomeration economies**" refers to a powerful force that helps to explain the advantages of the "clustering effect" of many activities ranging from retailing to transport terminals.

聚集经济是指企业向某一特定地区集中而产生的利益，亦称聚集经济效益，是城市存在和发展的重要原因和动力。

The term "**agglomeration economies**" is used in urban economics to describe the benefits that firms obtain by locating near each other ("agglomerating"). This concept relates to the idea of economies of scale and network effects. Simply put, as more firms in related fields of business cluster together, their costs of production may decline significantly (firms have competing multiple suppliers, greater specialization and division of labor result). Even when competing firms in the same sector cluster, there may be advantages because the cluster attracts more suppliers and customers than a single firm could achieve alone. Cities form and grow to exploit economies of agglomeration.

The term "**diseconomies of agglomeration**" refers to the opposite case. Additional competition drives down pricing power. For example, spatially concentrated growth in automobile-oriented fields may create problems of crowding and traffic **congestion**. It is this tension between economies and diseconomies that allows cities to grow while keeping them from becoming too large.

Agglomeration economies are closely associated with economies of scale and the network effects mentioned above. It is important to understand that a positive outcome of agglomeration economies will only be achieved if the benefits outweigh the disadvantages. The ultimate end to agglomeration economies is the formation and growth of a city. The processes and factors contributing to the formation and growth of cities are considered here in the types of economies that are formed, their sources that are the contributing factor, network



linkages, and the advantages and disadvantages that may or may not occur in the growth and formation of cities.

In simple terms, the basic concept of agglomeration economies is that production is facilitated when there is a clustering of economic activity. Although this may be true, the reality is that the existence of agglomeration economies is central to the explanation of how cities increase in size and population, which places this phenomenon on a larger scale. This concentration of economic activity in cities is the reason for their existence, and they can persist and grow throughout time only if their advantages outweigh the disadvantages. It is significant to understand why these advantages allow for the persistence of cities.

### Advantages

When firms form clusters of economic activity, there are particular development strategies that flow in and throughout this area of economic activity. This helps to accumulate information and the flow of new and innovative ideas among firms for the achievement of what economists call increasing returns to scale. With the establishment of a firm, there is always a fixed or average cost of production for the firm based on supplies needed (labor, capital, rent etc.) for the production of the firm. When this average cost of production falls as the result of the increased total output of a product, that indicates the presence of economies of scale; the terms "increasing returns to scale" and "economies of scale" may be used interchangeably.

Increasing returns to scale, and economies of scale, are internal to a firm and may allow for the establishment of more of the same firm outside the area or region. Economies of scale external to a firm are the result of spatial **proximity** and are referred to as **agglomeration economies of scale**. Agglomeration economies may be external to a firm but internal to a region. It is important to note that these increasing returns to scale are a major contributing factor to the growth of cities. Agglomeration economies exist when production is cheaper because of this clustering of economic activity. As a result of this clustering it becomes possible to establish other businesses which take advantage of these economies without joining any big organization. This process may help to urbanize areas as well.

### Disadvantages

Referring back to the growth of cities and that the existence of them can only persist if the advantages outweigh the disadvantages, it is important to know that agglomeration economies may also lead to traffic congestion, pollution and other negative **externalities** caused by the clustering of a population of firms and people and that this may lead to **diseconomies of scale**. Another source of agglomeration diseconomies—higher crowding and increased waiting time—can be observed in disciplines or industries that are characterized by constrained access to relevant production facilities or resources. As stated above, these factors are what decrease the pricing power of firms because of the many competitors in the area as well as a shortage of labor and lack of flexibility among firms toe their laborers around. Large

cities experience these problems, and it is this tension between agglomeration economies and agglomeration diseconomies that may contribute to the growth of the area, control the growth of the area, or cause the area to experience a lack of growth. The ways of maintaining a stable outcome for agglomeration economies is for clustering to create "knowledge **spillovers**" that prevail over these negative externalities.

### Types of Economies

There are two types of economies that are considered large-scale and external economies of scale; localization and urbanization economies. Localization economies arise from many firms in the same industry located close to each other. There are three sources of localization economies: the first is the benefit of labor pooling which is the **accessibility** that firms have to a variety of skilled laborers, which in turn provides employment opportunity for the laborers. The second benefit is the development of industries due to the increasing returns to scale in intermediate inputs for a product and the third source is the relative ease of communication and exchange of supplies, laborers and innovative ideas due to the proximity among firms.

### Core-Periphery Model

Whilst localization and urbanization economies as well as their sources are crucial to sustaining agglomeration economies and cities, it is important to understand the long-term result of the function of agglomeration economies which relates to the core-periphery model. The core-periphery model basically features an amount of economic activity in one main area surrounded by a remote area of less dense activity. The concentration of this economic activity in one area (usually a city center) allows for the growth and expansion of activity into other and surrounding areas because of the cost-minimizing location decisions of firms within these agglomeration economies sustaining high productivity and advantages which therefore allow them to grow outside of the city (core) and into the periphery. A small decrease in the fixed cost of production can increase the range of locations for further establishment of firms leading to loss of concentration in the city and possibly the development of a new city outside the original city where agglomeration and increasing returns to scale existed.

In a nutshell, if localization economies were the main factor contributing to why cities exist with the exclusion of urbanization economies, then it would make sense for each firm in the same industry to form their own city. However, in a more realistic sense cities are more complex than that; which is the reason for the combination of localization and urbanization economies to form large cities.

### Words and Expressions

agglomeration /əɡlɒmə'reɪʃ(ə)n / n.

聚集

diseconomy /dɪsɪ'kɒnəmi / n.

经营管理失当

congestion /kən'dʒestʃən/ n.

拥挤; 堵车

proximity /prɒk'sɪmɪti/ n.

接近; 附近



externality /ˌɛkstɜː'nælɪtɪ/ n.

外部事物

spillover /'spɪləʊvə/ n.

溢出

accessibility /əkˌsesə'bɪlətɪ/ n.

易接近；可到达

periphery /pə'rɪf(ə)rɪ/ n.

外围；边缘

## Difficult Sentences Analysis

1. It is important to understand that a positive outcome of agglomeration economies will only be achieved if the benefits outweigh the disadvantages.

重要的是要认识到只有利大于弊时，聚集经济才会获得积极的成果。

2. Economies of scale external to a firm are the result of spatial proximity and are referred to as agglomeration economies of scale.

公司外部的规模经济是空间聚合的结果，被称为规模聚集经济。

3. Referring back to the growth of cities and that the existence of them can only persist if the advantages outweigh the disadvantages, it is important to know that agglomeration economies may also lead to traffic congestion, pollution and other negative externalities caused by the clustering of a population of firms and people and that this may lead to diseconomies of scale.

再回到城市的发展，只有利大于弊时城市才可能存在。重要的是要知道，聚集经济也可能导致交通拥堵、环境污染等负面的外部因素影响，这是由公司及人口的聚集引起的，而且可能导致规模不经济。

4. As stated above, these factors are what decrease the pricing power of firms because of the many competitors in the area as well as a shortage of labor and lack of flexibility among firms and their laborers around.

如上文所述，这些因素削弱了公司的定价能力，因为这个地区有众多的竞争对手，而且缺少劳动力。公司间缺乏灵活性，使得他们格外重视自己的劳动力，尽量避免员工跳槽。

5. The second benefit is the development of industries due to the increasing returns to scale in intermediate inputs for a product and the third source is the relative ease of communication and exchange of supplies, laborers and innovative ideas due to the proximity among firms.

第二个好处是产业发展，这是因为对产品中间投入回报的不断增加；第三个来源是相对便利的沟通和供给、劳动力和创新思想的交流，这要归功于公司的相邻。

6. In a nutshell, if localization economies were the main factor contributing to why cities exist with the exclusion of urbanization economies, then it would make sense for each firm in the same industry to form their own city.

概括地说，如果地方化经济是城市排除城市化经济而存在的主要因素，那么同一行业中每个公司形成自己的城市是合理的。

## Background Information

在苏州万科美好广场内，日本家居生活连锁店——无印良品店内人满为患。就在元旦前夕，这家无印良品成为该公司中国区第 100 家分店。开业促销加节日效应，使其生意十分火爆。

值得注意的是，在租金、人工成本高企和电商的冲击下，2013 年零售商进入关店潮，甚至出现前所未有的 TESCO、华润这类大型企业的合并，但无印良品、优衣库等却逆市在华大举扩张。

2013 年对于大多数超市、卖场和百货业者而言是“严冬”，租金翻倍涨，人工成本每年有两位数涨幅。在电商冲击之下，2013 年第三季度 10 多家百货零售类上市公司的财报中，有约 40% 公司净利润同比下滑，关店很正常。

但值得注意的是，在关店潮的同时，全国新增购物中心很多。据统计，仅上海在 2013 年就有超过 50 个购物中心项目入市，预计 2014 年上海乃至全国的购物中心数量还会大量增加。

这意味着商场招商压力很大。商场的招商构成是先招主力店，然后再招其他附属业态。对非主力店，当然是高租金对待，但对主力店，商场会主动“倒贴”装修费、降低租金甚至免租金。

为何这些快时尚品牌成为商场努力“倒贴”的对象？

商场的主力品牌原本不是快时尚，而是奢侈品，但随着“八项规定”等的出台，奢侈品品牌受冲击。LVMH、GUCCI、Burberry 集团等都放缓在华扩张。奢侈品品牌的收紧效应在 2014 年还会继续。于是，无印良品、H&M、优衣库、ZARA 这些快时尚品牌取代奢侈品牌，成为主力店。快时尚品牌大多有“一流设计、二流材料和三流价格”的特点。

颇有意思的是，不少购物中心业者反映，在招商过程中，很多品牌是瞄准主力店来决定是否进驻商场的。如一些服饰品牌商会问：“H&M、优衣库、ZARA 有没有进驻？假如这些品牌进驻，那我们也来，假如没有这些品牌，那我们也不进驻了。”

因为有一个聚集效应，好比以前餐饮招商，餐饮品牌都跟着肯德基和麦当劳走，而现在很多品牌跟着无印良品、H&M、优衣库、ZARA 等快时尚品牌走，这也让商场不得不努力“倒贴”来招揽这些快时尚主力店。

## Arrow's Impossibility Theorem

**Arrow's impossibility theorem**, also known as the General Possibility Theorem, or Arrow's paradox, states that, when voters have three or more discrete alternatives (options), no voting system can convert the ranked preferences of individuals into a community-wide ranking while also meeting a certain set of criteria.

阿罗的不可能定律指出，如果众多的社会成员具有不同的偏好，而社会又有多多种备选方案，那么在民主的制度下不可能得到令所有人都满意的结果。

In social choice theory, Arrow's impossibility **theorem**, or the General Possibility Theorem, or Arrow's paradox, states that, when voters have three or more distinct alternatives (options), no rank order voting system can convert the ranked preferences of individuals into a community-wide (complete and transitive) ranking while also meeting a specific set of criteria. These criteria are called unrestricted domain, non-dictatorship, Pareto efficiency, and independence of irrelevant alternatives. The theorem is often cited in discussions of election theory as it is further interpreted by the Gibbard-Satterthwaite theorem.

The theorem is named after economist Kenneth Arrow, who demonstrated the theorem in his Ph.D. thesis and popularized it in his 1951 book *Social Choice and Individual Values*. The original paper was titled "A Difficulty in the Concept of Social Welfare".

In short, the theorem states that no rank-order voting system can be designed that satisfies these three "fairness" criteria:

If every voter prefers alternative X over alternative Y, then the group prefers X over Y.

If every voter's preference between X and Y remains unchanged, then the group's preference between X and Y will also remain unchanged (even if voters' preferences between other pairs like X and Z, Y and Z, or Z and W change).

There is no "dictator"—no single voter possesses the power to always determine the group's preference.



Voting systems that use **cardinal utility** (which conveys more information than rank orders) are not covered by the theorem. The theorem can also be **sidestepped** by weakening the notion of independence. Arrow, like many economists, rejected cardinal utility as a meaningful tool for expressing social welfare, and so focused his theorem on preference rankings.

The **axiomatic** approach Arrow adopted can treat all **conceivable** rules (that are based on preferences) within one unified framework. In that sense, the approach is **qualitatively** different from the earlier one in voting theory, in which rules were investigated one by one. One can, therefore, say that the contemporary **paradigm** of social choice theory started from this theorem.

### Statement of the Theorem

The need to **aggregate** preferences occurs in many different disciplines: in welfare economics, where one attempts to find an economic outcome which would be acceptable and stable; in decision theory, where a person has to make a rational choice based on several criteria; and most naturally in voting systems, which are mechanisms for **extracting** a decision from a multitude of voters' preferences.

The framework for Arrow's theorem assumes that we need to extract a preference order on a given set of options (outcomes). Each individual in the society (or equivalently, each decision criterion) gives a particular order of preferences on the set of outcomes. We are searching for a ranked voting system, called a social welfare function (preference aggregation rule), which transforms the set of preferences (profile of preferences) into a single global societal preference order. The theorem considers the following properties, assumed to be reasonable requirements of a fair voting method:

**Non-dictatorship:** The social welfare function should account for the wishes of multiple voters. It cannot simply **mimic** the preferences of a single voter.

**Unrestricted domain (or universality):** For any set of individual voter preferences, the social welfare function should yield a unique and complete ranking of **societal** choices. Thus, it must do so in a manner that results in a complete ranking of preferences for society. It must **deterministically** provide the same ranking each time voters' preferences are presented the same way.

**Independence of Irrelevant Alternatives (IIA):** The social preference between  $x$  and  $y$  should depend only on the individual preferences between  $x$  and  $y$  (Pairwise Independence). More generally, changes in individuals' rankings of irrelevant alternatives (ones outside a certain **subset**) should have no impact on the societal ranking of the subset.

**Positive association of social and individual values (or **monotonicity**):** If any individual modifies his or her preference order by promoting a certain option, then the societal preference order should respond only by promoting that same option or not changing, never by placing it lower than before. An individual should not be able to hurt an option by ranking it higher.





Non-imposition (or citizen sovereignty): Every possible societal preference order should be achievable by some set of individual preference orders. This means that the social welfare function is **surjective**: It has an unrestricted target space.

Arrow's theorem says that if the decision-making body has at least two members and at least three options to decide among, then it is impossible to design a social welfare function that satisfies all these conditions at once.

A later (1963) version of Arrow's theorem can be obtained by replacing the monotonicity and non-imposition criteria with:

Pareto efficiency (or **unanimity**): If every individual prefers a certain option to another, then so must the resulting societal preference order. This, again, is a demand that the social welfare function will be minimally sensitive to the preference profile.

The later version of this theorem is stronger—has weaker conditions—since monotonicity, non-imposition, and independence of irrelevant alternatives together imply Pareto efficiency, whereas Pareto efficiency and independence of irrelevant alternatives together do not imply monotonicity. (Incidentally, Pareto efficiency on its own implies non-imposition.)

In an attempt to escape from the negative conclusion of Arrow's theorem, social choice theorists have investigated various possibilities ("ways out"). These investigations can be divided into the following two: those investigating functions whose domain, like that of Arrow's social welfare functions, consists of profiles of preferences; those investigating other kinds of rules.

A common way "around" Arrow's paradox is limiting the alternative set to two alternatives. Thus, whenever more than two alternatives should be put to the test, it seems very tempting to use a mechanism that pairs them and votes by pairs. As tempting as this mechanism seems at first glance, it is generally far from satisfying even Pareto efficiency, not to mention IIA. The specific order by which the pairs are decided strongly influences the outcome. This is not necessarily a bad feature of the mechanism. Many sports use the **tournament** mechanism—essentially a pairing mechanism—to choose a winner. This gives considerable opportunity for weaker teams to win, thus adding interest and tension throughout the tournament. This means that the person controlling the order by which the choices are paired (the agenda maker) has great control over the outcome. In any case, when viewing the entire voting process as one game, Arrow's theorem still applies.

## Words and Expressions

theorem /'θiərəm/ n.

原理, 原则

cardinal utility

基数效用

sidestep /'saɪdstep/ vt.

回避; 避免

axiomatic /ˌæksɪə'mætɪk/ adj.

原则的

conceivable /kən'si:vəb(ə)l/ adj.

可想到的; 可相信的; 可想象的