

Unit 7

Management Gurus

管理大师

✓ Learning objectives

1. Students will learn different management approaches.
2. Students will be able to talk about the key qualities and personalities of great leaders.

📖 Background reading

Notes:

1. whisk 急忙运送 The ambulance whisked him off to a hospital.
2. chopper 直升飞机 (俚)
3. scoot 急走, 飞奔, 猛冲 The boy scooted into the kitchen.
4. multi-tiered 阶梯式的
5. swivel seat 转椅
6. transfix 使固定, 使呆住, 使束手无策 He sat transfixed with terror.
7. squat 矮胖的, 低矮的 a squat woman, a squat chair
8. pasty (脸色) 苍白的, 不健康的
9. cajole (用甜言蜜语) 劝诱, 哄骗 He argued and coaxed and cajoled.
10. grouse 抱怨, 发牢骚 People grouse about excessive taxation.
11. gargantuan 巨大的, 庞大的 a gargantuan task
12. icon 偶像
13. paradigm 范例, 式样

Answers to the comprehension questions:

1. Mr. Welch, a native of Salem, Massachusetts, served as Chairman and Chief Executive Officer of General Electric from 1981-2001. Mr. Welch was born in Salem in 1936. He received his B.S. degree in chemical engineering from the University of Massachusetts in 1957 and his M.S. and Ph.D. degrees in chemical engineering from the University of Illinois in 1960. In 1960, Mr. Welch joined GE as a chemical engineer for its plastics division in Pittsfield, Massachusetts. He was elected the company's youngest Vice President in 1972 and was named Vice Chairman in 1979. In December 1980 it was announced that he would succeed Reginald H. Jones and in April 1981 he became the eighth Chairman and CEO.

Mr. Welch retired as Chairman and CEO of General Electric in September 2001. In September 2001, Mr. Welch published his autobiography, "Jack, Straight From The Gut." The book quickly jumped to the number one spot on bestseller lists

from "The New York Times," "The Wall Street Journal," Amazon.com, "USA Today" Non-Fiction and the Association of Independent Booksellers. In addition to his new role as author, Mr. Welch serves as a consultant to a small group of Fortune 500 business CEOs.

2. Because he also lectures, coaches and teaches his managers and executives.
3. Management is an art. Welch has proved himself a master painter, who has personified corporate leadership dramatically.

Translation of background reading

杰克·韦尔奇

杰克·韦尔奇乘坐一架直升飞机从纽约而来，早早就到达了位于 Croton on Hudson 的通用电器公司的培训中心。他快步走到位于阶梯讲堂中心的演讲台，脱掉蓝色夹克衫，随手搭在一个转椅上。

这是个与杰克面对面的机会。他不仅仅是通用电器大名鼎鼎的董事长和首席执行官——公司因他在全球最具价值，他更是韦尔奇教授，为参加三周培训课程的 71 名颇具潜力的经理学员担当教练和讲师。

当韦尔奇蓝色的双眼闪电般的迅速扫过整个讲堂时，全场鸦雀无声。他看上去一点都不像教授：他身材矮壮，五英尺八英寸高，面色苍白，带着波士顿口音，这个 62 岁略微秃顶的男士从外表和腔调上看更像是灯塔山(Beacon Hill)的公共汽车司机。

四个小时里他不断地讲授，倾听，说服和提问。各位经理如法炮制，他们抱怨道尽管通用电器强调的是为长期利益而管理，但是他们通常承受着短期利益的过大压力。他们提出尽管韦尔奇提倡“共享最佳经验”和“无边界行为”，他们却未能利用好公司庞大的销售网络，错过了很多学习、销售服务的机会。一些人担心庞大的六西格玛计划——通用美国公司有史以来所采取的最大的质量管理项目——会使得官僚主义重新在通用公司内部滋长。

韦尔奇手拿一瓶水，来回踱着步，充满激情地回答每一个问题。“没有完成短期的目标，就不可能获得长足的发展，”他直截了当地回答道，“任何人都能进行短期管理，任何人都能进行长期管理，但如何平衡二者才是真正的管理所在。”

在过去的 17 年中，韦尔奇曾经在这间教室里出现了 250 多次，吸引了 15000 名左右的经理和执行官。在这里，学员们看到了一个全方位的韦尔奇：管理学理论家、战略思想家、商科教师以及公司的偶像，因为尽管他来自工人阶级，却将通用推向颠峰。如果说领导力也是一项艺术，那么无疑韦尔奇已证明他自己是一位杰出的大师。几乎没有人能比他更戏剧化地将领导力人格化。在这 17 年中，韦尔奇领导通用屡创收入和收益率新高。他为 21 世纪的公司模式创造了一个新型现代的典范。

Part A

First listening: listen for the gist

What is the main idea of the news report?

The US is preparing for a fight against an avian flu outbreak. The administration mulls the prospect of a potentially disastrous pandemic. Epidemiologists worry about the funding dedicated to this avian flu. And drug firms are reluctant to produce vaccine because there is no market.

Second listening: listen for specific information

In this part the teacher has great freedom and flexibility to ask students questions, to clarify any difficult language points, to add in supplementary materials as background knowledge or in-depth understanding of the listening materials.

- ◆ Notice how the following expressions are related to avian flu.
Infectious diseases, conventional influenza, a disastrous pandemic, bio-terrorist attack, pharmaceutical firms, vaccine, ill-prepared authorities, obsolete doses, disease's biological structure, human variant

Ask students to do blanks filling exercise. Check answers.

Ask students to do True (T) or False (F) questions. Check answers. Explain why it is true or false.

Third listening: sentences imitation

Ask students to use the following active vocabularies to form sentences as what they have heard from listening (Dictate then remember).

Please first write down the following words on the blackboard or computer. Then ask students to listen for sentences with these words in them. You may ask them to listen for two times and check to see who has caught more sentences.

1. to pose -- The amount of funding allocated to the project posed an awkward question.
2. in proportion to -- The blue collars are paid in proportion to the number of hours they work.
3. magnitude of -- There has been a rapid increase in the magnitude of traffic flow in Beijing for the recent years.
4. to be inclined to -- As a marketing manager, I am inclined to take the opposite point of view.
5. to head off -- You will have to speak to both departments quickly if you want to head off disagreement.
6. to contain -- The American policy of "containing China" has come to a bankruptcy.

◆ Useful words and expressions

1. brewing -- if something unpleasant is brewing, it will happen soon
e.g. There's trouble brewing at work.

2. outbreak – a sudden appearance or start of war, fighting, or serious disease
e.g. The outbreak of World War I / cholera outbreak
3. mull over – to think about a problem, plan etc and consider it for a long time
e.g. Marry mulled over the idea and finally agreed that it was plausible.]
4. summon – to officially order someone to come to a meeting, a court of law etc.
e.g. The victim was summoned to appear in court.

Part B

First listening: listen for the gist

What is the main idea of the first report?

This report first introduces Jack Welch's contribution to GE's achievements and then discusses his leading style, which is seen as demanding, no-nonsense and hard-working.

What is the main idea of the second report?

This report mainly reveals Steve Ballmer's management chops including decentralized management with less supervision, the meeting systems he concocted and the new corporate value he is adopting.

Second listening: listen for specific information

In this part the teacher has great freedom and flexibility to ask students questions, to clarify any difficult language points, to add in supplementary materials as background knowledge or in-depth understanding of the listening materials.

Notice how these expressions are related to a successful leading style.

Contemporary model, extraordinary growth, unprecedented prosperity, demanding, no-nonsense, a mixture of awe and fear, daunting effect, a visionary founder.

Ask students to do the matching exercise. Check answers.

Ask students to fill in the blanks and then make a summary. Check answers.

Third listening: sentence imitation

Ask students to use the following active vocabularies to form sentences as what they have heard from listening (Dictate then remember).

Please first write down the following words on the blackboard or computer. Then ask students to listen for sentences with these words in them. You may ask them to listen for two times and check to see who has caught more sentences.

1. to shape up -- Completely new relations between teachers and students are shaping up at UIBE.
2. with the force of -- With the force of mass criticism, the Russian government is making new laws.

3. in response to -- In response to your inquiry, I am writing this letter to inform the delivery arrangement
4. to be content to --John seemed content just to sit in front of the television all night.
5. nothing less than -- just the same as, no better than It is nothing less than murder to send that man down the hill without a gun.
6. accountable -- If anything happens, I will hold you accountable.

◆ **Note: Famous American Companies**

AOL America Online	美国在线公司	Apple	苹果公司（美计算机制造商）
Bain & Co.	贝恩公司	BCG	Boston 美国波士顿咨询集团
Wal-Mart	沃尔玛公司	Consulting Group	集团
CBS	哥伦比亚广播公司	Chase Corp.	Manhattan 大通曼哈顿银行
Dell Computer	戴尔计算机公司	Exxon-Mobil	埃克森—美孚石油公司
FedEx Federal Express	联邦快递公司	Ford Motor	福特汽车公司
HP Hewlett—Packard	惠普公司	JM Morgan Stanley	美国 JM 摩根—士丹利公司
Johnson & Johnson	强生公司	J.P. Morgan chase & Co.	美国 J.P. 摩根大通银行
McKinsey & Co.	麦肯锡咨询公司	Merrill Lynch	美林证券公司
Motorola	摩托罗拉公司	Nike	耐克公司
Procter & Gamble	宝洁公司	Rockefeller	洛克菲勒集团
Scheider Electric	施耐德电气集团	Warner Bros	华纳兄弟公司
Starbucks	星巴克公司	Time Warner	时代华纳公司

◆ **Language points**

legacy: a situation that exists as a result of things that happened at an earlier time

e.g. the civil wars in the region are largely a legacy of apartheid

rank and file: the ordinary members of an organization rather than the leaders

e.g. Rank and file employees are welcomed to give their comments at the meeting.

touch: a particular way of doing something

e.g. A more sensitive touch is needed in dealing with this problem

to bridge the gap: to reduce or get rid of the differences between two things

e.g. to bridge the gap between the rich and the poor

Part C

First listening: listen for the gist

What is the main idea of this listening?

It discusses how Edward Lampart has amassed a big fortune: tips and measures he has put in place as an investment wizard.

Second listening: listen for specific information

In this part the teacher has great freedom and flexibility to ask students questions, to clarify any difficult language points, to add in supplementary materials as background knowledge or in-depth understanding of the listening materials.

Ask students to fill in the blanks with the correct figures. Check answers.

Ask students to complete the notes and then make a summary. Check answers.

Third listening: sentence imitation

Ask students to use the following active vocabularies to form sentences as what they have heard from listening (Dictate then remember).

1. be destined to -- The enemy's attempt is destined to fail.
2. to reel -- Numbers always make my head reel. The ship reeled in the storm. The enemy's battle line reeled. When she hit him, he reeled and almost fell.
3. to get control of --This department got control of the accounts of the whole company.
4. virtually -- Virtually, the reply is an acceptance of our offer.

◆ **Background information—Warren Buffet**

Mr. Buffet was born in Omaha, Nebraska on 1930. When he entered business Institute of Columbia University, he bought the first stock in his life. At that time, he just had his 11th birthday. The important factor of successful investment emphasized by Warren Buffet depended on the real value of an enterprise and a trade price in bargain. He doesn't care for the operation of common stock market recently or in the future. From one hundred dollar investment to now, Warren Buffet has created billions of dollars' property. Figured as the greatest investor today, Buffet owns asset with net value of billions dollars. He is the only millionaire who has gotten his property from stock market in the United States.

Acting Out

1. For teacher's reference:

Zhang Ruimin -- Chairman and CEO of Haier Group

Zhang Ruimin has been a famous figure in China for years for his role in building Haier into China's largest electronics appliance maker.

In 1984 when Zhang Ruimin was appointed director of Qingdao Refrigerator Factory, it was then a small ailing collective factory with a debt of 1.47 million yuan (US\$182.759). Zhang took a sledgehammer to smash some defective refrigerators in front of a group of workers to drive home the importance of quality.

The factory has since grown to become what is now known as the Haier Group, China's top home appliance brand name. Haier has witnessed significant success and gained worldwide recognition over the past 20 years and in 2004 global sales were 101.6 billion yuan (US\$12.63 billion). In 2005, Haier was ranked 89th of the 2005 World's 500 Most Influential Brands by the World Brand Lab and first among China's Top 10 Global Brands on the Financial Times.

To improve Haier management efficiency, Zhang combined Chinese traditional culture and western industrial experiences, and established the OEC and the Market-chain management systems. Zhang's management system has been widely acknowledged by domestic and overseas management professionals.

Haier's experience has been introduced in 16 case studies in business merger, financial management and corporate culture by 7 foreign educational institutes, including Harvard University, University of Southern California, Lausanne Management College, the European Business College and Kobe University. Haier has been recommended to the EU Case Studies by Lausanne Management College for Haier Market-chain Management.

In 1997, Zhang Ruimin was presented with the 1997 Entrepreneur Award by Asia Weekly. On September 6, 2002, Zhang was honored with a Global Business Leader and an Outstanding Donator UWI Award. Zhang was ranked first of the 25 Most Powerful Business Leaders Inside China on the Chinese Edition of Fortune April 2005. Zhang was awarded as one of the 50 most respected business leaders in the world by Financial Times in November 2005, with Microsoft CEO Bill Gates topping the list. Zhang was the only Chinese entrepreneur on the list.

Zhang Ruimin is keen and skillful on studies and widely believed to a intellectual businessman. One of his philosophical concepts in business practice is "Tread on eggs always, run scared always". Haier corporate culture based upon Zhang's philosophy has played a significant role in increasing 30,000 employee enthusiasm and innovation.

In 2004, Haier trademark was valued at 61.6 billion yuan (US\$7.66 billion), the highest in China. In November, 2004, Haier was placed on the list of The World's Most Respected Companies at an global business survey jointly conducted by Finance Times and PricewaterhouseCoopers. Zhang Ruimin and his colleagues dedicate their wisdom and energy to turning a collective run small factory into a global recognizable transnational company and to accelerating China's economy.

Zhang's ambition is to achieve global recognition for the Haier brand. Hoping to win a stronger niche in the U.S. market, Haier tried to take over U.S. appliance maker Maytag Corp in May last year, but dropped its more than US\$1 billion bid in July after U.S. major electronic appliance maker Whirlpool made a bigger offer. But Haier, under Mr. Zhang's leadership, is expected to shop for other acquisition opportunities.

"The globalisation of Chinese companies is an unavoidable trend, we must develop our domestic advantage into an international one," Mr Zhang told a conference. "If we cannot win in our own market, we will not succeed internationally."

One of China's most politically influential businessmen, Mr. Zhang became an alternate member of the 16th Communist Party of China Central Committee in 2002. He has an MBA from a top IT University, the China Science and Technology University.

2. A sample dialogue:

Host (H): Good morning, I'm ... from CCTV Channel 2. Today I'd like to ask you several questions about Lampert.

Reporter (R): OK, with pleasure.

H: It is often heard that Lampert is called "the leading investment wizard of the day". Why do you think he deserve the laurel?

R: Well, Lampert is a really smart person. He has lead ESL to one victory to another. As you may know, since he started the company, ESL, in 1988, he has racked up returns averaging 29% a year. He has built his success on a series of investment events around.

H: Among all the investment events he had, which one is the most successful?

R: Well, I think the investment in Kmart.

H: Why?

R: He got control of Kmart, a retail chain valued at \$23 billion for less than \$ 1 billion in a bankruptcy court. He emerged as the largest shareholder and became chairman 18 months ago as part of reorganization in which virtually all of its debt was converted into shares. So far, he has been milking Kmart for cash. He has imposed a program of keeping the lid on capital spending, holding inventory down, and stopping the endless clearance sales. Thanks to Lampert, Kmart could have as much as \$ 4.2 billion of cash in hand by the end of next year's first quarter.

H: That's really unbelievable.

R: Yes, he is one of the best investors of our age.

H: Then what investment style makes him so different and successful?

R: He usually searches for companies that are seriously undervalued, and he'll even risk jumping into ones that are reeling from bad management or lousy strategies. From his successes, we could see that his risk-taking style is really rewarding.

H: Risk is often related to greater potential returns.

R: That's right.

H: Thank you for being with us, Mr... We have known a lot about Lampert. See you next time.

R: You are welcome. See you.