



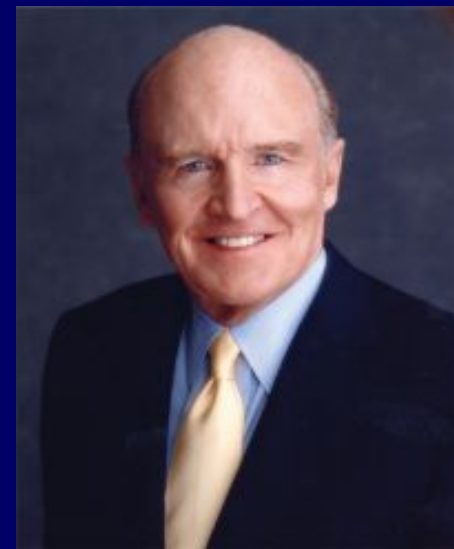
对外经济贸易大学
UNIVERSITY OF INTERNATIONAL BUSINESS AND ECONOMICS

Unit 7

Management Gurus

管理大师

Jack Welch



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.

1. Who is Jack Welch?

How much do you know about him?

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. Why would the writer rather call him Professor Welch?

Because he also lectures, coaches and teaches his managers and executives.

3. According to Welch, what is management all about? How do you understand his management philosophy?

Management is an art.

Welch has proved himself a master painter, who has personified corporate leadership dramatically.

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

- 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

Third listening: sentences imitation

- You are asked to use the following active vocabularies to form sentences as what you have heard from listening

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.

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

- 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.

Third listening: sentence imitation

- You are asked to use the following active vocabularies to form sentences as what you have heard from listening

1. to shape up

Completely new relations between teachers and student 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

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.

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

- You are asked to use the following active vocabularies to form sentences as what you have heard from listening

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.