

Unit 7

Management Gurus

管理大师

Comprehension questions:

1. Who is Jack Welch? How much do you know about him?
2. Why does the writer would rather call him Professor Welch?
3. According to Welch, what is management is all about? How do you understand his management philosophy?

Part A Exercises

- 1) **Directions:** *Listen to the news report and fill in the blanks with the words you hear from the recording.*

- (1) Now 80 nations sent officials to Washington to _____ the prospect of a potentially disastrous pandemic.
- (2) President George W. Bush have _____ the heads of giant pharmaceutical firms to the White House and urged them to speed up production of a bird flu vaccine.
- (3) He said, recalling how _____ authorities were for the calamity of Hurricane Katrina in late August.
- (4) The chaos in New Orleans in the aftermath of Katrina that saw victims wait up to five days to be _____ from the flooded city had raised new worries for health experts.
- (5) "People are not _____ to produce product of which there is no market," Duchin said.
- (6) Senior officials from 80 countries and eight major international organizations are discussing how to head off or _____ any human variant of the bird flu strain.

- 2) **Directions:** *Listen to the news report and decide whether the following statements are "T" (true) or "F" (false).*

- (1) () An avian flu outbreak in the United States is a "brewing storm", for which the country was well prepared.
- (2) () Bird flu posed a greater risk to the US mainland than a bio-terrorist attack.
- (3) () Infectious Diseases Society of America's 41st annual meeting was held in the west coast city of San Francisco.
- (4) () The problem with avian flu is the amount of funding is not in proportion to the magnitude of the threat.
- (5) () Giant drugs firms have been reluctant to produce vaccines for ailments

like conventional influenza, as each year, millions of obsolete doses are used.

Part B Exercises

- 1) **Directions:** Listen to the first report about Jack Welch, then match the company listed in Column A with the name of its leader listed in Column B.

Column A

Berkshire Hathaway

Intel

Coca-Cola

Microsoft

Walt Disney

Wal-Mart

Column B

Michael D. Eisner

William H. Gates

Warren E. buffet

Roberto C. Goizueta

Sam Walton

Andrew S.Grove

- 2) **Directions:** Listen to the second report about Ballmer and fill in the blanks in the following table to make a summary.

Goal	<p>Ballmer's goal: _____</p> <p>_____.</p> <p>There's an opportunity for Microsoft to be really amazing:</p> <p>To be amazing as _____</p> <p>To be amazing in _____</p> <p>To be amazing, we have to do _____</p>
A set of management processes	<p>Ballmer has put in place a set of processes aimed at _____,</p> <p>He has empowered _____,</p> <p>breaking from _____.</p> <p>He has ordered _____.</p>
Ballmer's meeting system	<p>His meeting system includes everything from _____</p>

	to _____. His final touch: Ballmer is adopting _____ _____ as part of every employee's _____.
Ballmer's code of conduct	The company's core value: _____, _____, _____.

Part C Exercises

- 1) **Directions:** *Listen to the passage carefully and complete the following paragraph by filling in the blanks with the figures you have heard.*

If anyone is destined to inherit Buffet's perch as the leading investment wizard of his day, it just might be Edward S. Lampert. Since he started ESL in 1988 with a grabstake of _____, he has racked up Buffet-style returns averaging _____ a year. Only 42, Lampert has amassed a fortune estimated at nearly _____. Like the 74-year-old Buffet, Lampert has built his success on a series of investment events around. He searches for companies that are seriously undervalued, and he'll even risk jumping into ones that are reeling from bad management or lousy strategies--because the potential returns are far greater. Right now, ESL has stakes in a grab bag of retailers. It holds _____ of Sears, whose stock soared _____ on Nov.5. It also owns a big chunk of the No.1 auto-parts retailer, AutoZone , and the biggest national chain of car dealers, AutoNation, as well as a small stake in telecom giant MCI.

- 2) **Directions:** *Listen to the passage again and take notes on the following two points.*

About Lampert's successful investment events:

--ESL holds

_____.

--ESL also owns

_____.

--ESL got control of Kmart

About Lampert's management chops at Kmart:

--Lampert _____ Kmart for cash.

--Lampert has imposed a program of keeping _____,

holding _____, and stopping _____.

--Lampert has pushed for Kmart to _____ to Home Depot and Sears to

_____.

👤 👤 Acting Out

1. Research work: Try to find out from Internet one or two great leaders of Chinese companies and comment on the key qualities for their success.

2. Interview: Conduct an interview on Lampert's investment strategies. One will play the role of a host in CCTV channel 2 and the other, a financial reporter of Forbes.

Questions to be asked:

1) Why does Edward Lampert deserve the laurel "the leading investment wizard of the day"?

2) What are Lampert's most successful investment events?

3) What is his investment style that makes him different?

4. Discuss: In what way can we reduce the devastating effect of natural disasters such as hurricane, land sliding, earthquake, Tsunami, and diseases like SARS and bird flu.

Key to Exercises

Part A

1)

(1) mull (2) summoned (3) ill-prepared (4) rescued

(5) inclined (6) contain

- 2)
 (1) F (2) T (3) F (4) T (5) F

Part B

1)

Column A

Column B

Berkshire Hathaway	Warren E. Buffet
Intel	Andrew S. Grove
Coca-Cola	Roberto C. Goizueta
Microsoft	William H. Gates
Walt Disney	Michael D. Eisner
Wal-Mart	Sam Walton

2)

Goal	<p>Ballmer's goal: <u>to create a great, long-lasting company that will be even more successful in its second quarter than it was in its first.</u></p> <p>There's an opportunity for Microsoft to really be amazing:</p> <p>To be amazing as <u>a business</u></p> <p>To be amazing in <u>the positive impact that we have on society.</u></p> <p>To be amazing, we have to do <u>some things differently.</u></p>
A set of management processes	<p>Ballmer has put in place a set of processes aimed at <u>bridging the gap between</u></p> <p><u>the sales and product-development sides of the company.</u></p> <p>He has empowered <u>a second tier of executives to run their businesses with less supervision,</u></p> <p>breaking from <u>Microsoft's heritage of placing every important decision in the hands of Gates and Ballmer.</u></p> <p>He has ordered <u>his engineers, salesforce, and managers to improve the quality of their products and services.</u></p>
Ballmer's meeting system	<p>His meeting system includes everything from <u>rank-and-file employees grading their supervisors</u> to <u>an accounting system for managers.</u></p> <p>His final touch: Ballmer is making adoption of <u>the new corporate value</u></p> <p>part of every employee's <u>annual performance review.</u></p>
Ballmer's code of conduct	<p>The company's core value: <u>honesty</u>, <u>integrity</u>, <u>respect</u>.</p>

Part C

1)

(1) \$28million (2) 29% (3) \$2 billion (4) 14.6% (5) 24%

2)

About Lampert's successful investment events:

--ESL holds 14.6% of Sears, whose stock soared 24% on Nov.5.

--ESL also owns a big chunk of the No.1 auto-parts retailer, AutoZone , and the biggest national chain of car dealers, AutoNation, as well as a small stake in telecom giant MCI.

--ESL got control of Kmart of a \$23 billion retail chain--the nation's third-largest discounter, behind Wal-Mart and Target --for less than \$1 billion in bankruptcy court.

About Lampert's management chops at Kmart:

--Lampert has been milking Kmart for cash.

--Lampert has imposed a program of keeping the lid on capital spending, holding inventory down, and stopping the endless clearance sales.

--Lampert has pushed for Kmart to sell 68 stores to Home Depot and Sears to raise a total of \$846.9 million.