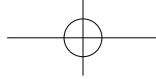
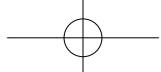


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# 1

## Unit

# Companies

**Reading:** A matter of choice

**Grammar:** Present simple and continuous

**Listening:** Kellogg School of Management

**Career skills:** Talking about your job

**Culture at work:** Hierarchy

**Dilemma:** The virtue of necessity

# Survival of the fittest



## Warming up

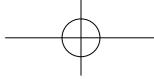
**1** What are the advantages and disadvantages of working for the following types of companies? Which type would you prefer to work for?

Company types	Advantages	Disadvantages
A large multinational corporation		
A small or medium-sized family business		
A trendy new high-tech company		

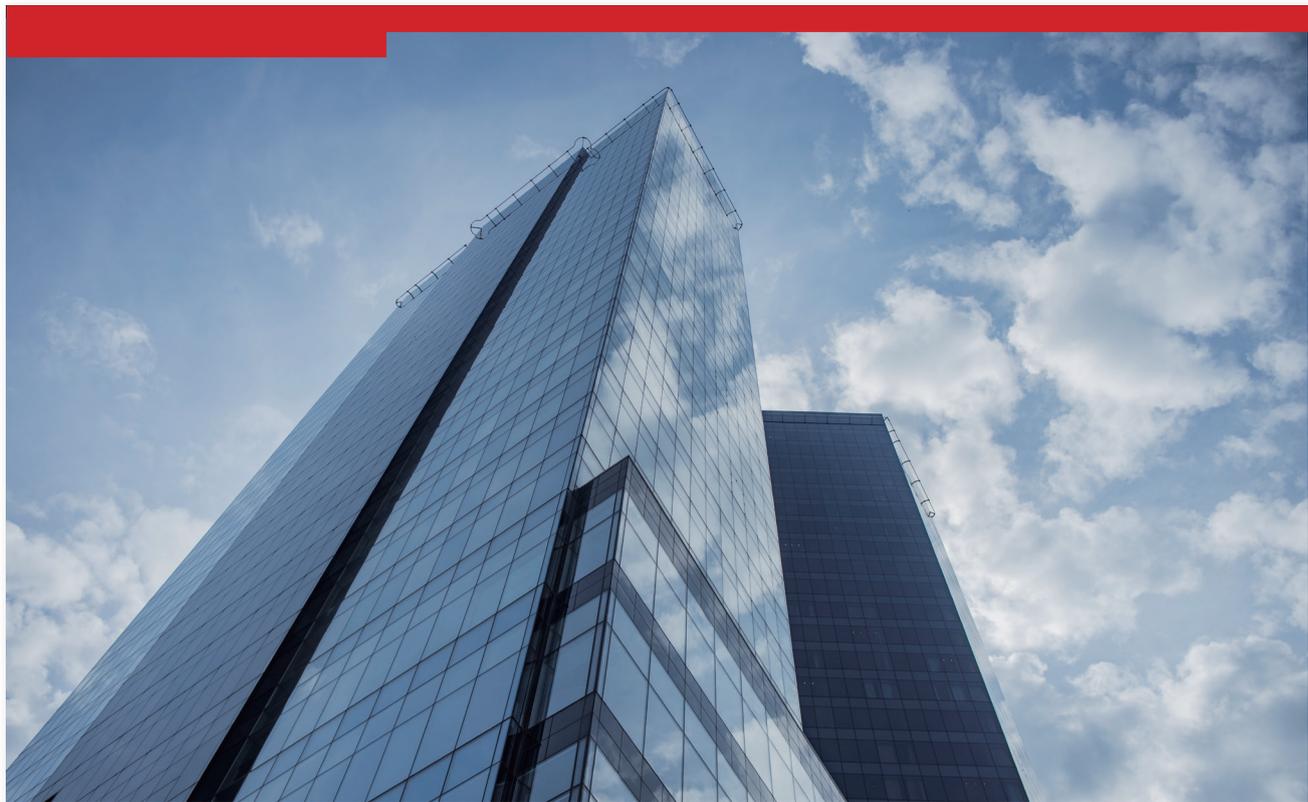
**2** Read the words or phrases and their explanations. Then complete the following paragraph with the words or phrases. Change the form when necessary.

- multinational:** a company having factories, offices, and business activities in many different countries
- dotcom:** a company that does business using the Internet or provides a service on the Internet
- acquisition:** a purchase of one company by another
- merger:** the joining together of two or more companies or organizations to form a larger one
- shareholder:** someone who owns shares in a company or business
- subsidiary:** a company that is owned or controlled by another larger company
- entrepreneur:** someone who starts a new business or arranges business deals in order to make money, often in a way that involves financial risks
- asset:** the things that a company owns, that can be sold to pay debts

There are many different types of companies. Most large corporations are public limited or joint-stock companies, which means that \_\_\_\_\_ who wish to invest in the company can buy and sell parts of the company on the stock exchange. Many are \_\_\_\_\_ with \_\_\_\_\_ and \_\_\_\_\_ in various different countries and they generally engage in \_\_\_\_\_ with other companies and \_\_\_\_\_ in order to expand. However, large corporations are increasingly under threat from the growing number of \_\_\_\_\_ set up by \_\_\_\_\_.



## Reading



### Company structure

# A matter of choice

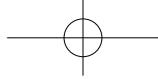
**That reliable workhorse of capitalism—the joint-stock company looks surprisingly durable. But pressure on it is increasing.**

In 1967, John Kenneth Galbraith<sup>1</sup>'s *The New Industrial State* argued that the US was run by a handful of big companies who planned the economy in the name of stability.

These were hierarchical and bureaucratic organizations making long runs of standardised products. They introduced “new and improved” varieties with predictable regularity; they provided their workers with lifetime employment and they enjoyed fairly good industrial relations with the giant trade unions<sup>2</sup>.

That world is now dead. The US's giant corporations have either disappeared or been transformed by global competition. Most have shifted their production systems from high-volume to high-value, from standardised to customised. And they have flattened their management hierarchies. Few people these days expect to spend their lives moving up the ladder of a single organization. Dramatic changes are taking place. But where exactly are they taking us? Where is the modern company heading?

There are three standard answers to this question. The first is that a handful of giant companies are engaged in a “silent takeover” of the world. The past couple of decades have



seen a record number of mergers. The survivors, it is maintained, are far more powerful than nation states<sup>3</sup>.

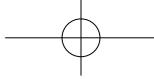
The second school of thought argues almost the opposite: it says that big companies are a thing of the past. For a glimpse of the future, look at the Monorail Corporation<sup>4</sup>, which sells computers. Monorail owns no factories, warehouses or any other tangible assets. It operates from a single floor that it leases in an office building in Atlanta. Freelance workers are designing the computers while demand is still low.

The third school of thought says that companies are being replaced by “networks”. Groups of entrepreneurs form such a network to market an idea. They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied all the time by venture capitalists.

Another way to look at the future of the company is to focus on the environment that will determine it. That environment is dominated by one thing: choice. Technology and globalisation open up ever more opportunities for individuals and firms to collect information and conduct economic activity outside traditional structures. While the age of mass production<sup>5</sup> lowered the costs of products at the expense of limiting choices, modern “flexible” production systems both lower costs and increase choice. Consumers have more choice over where they spend their money. Producers have more choice over which suppliers to use. Shareholders have more choice over where to put their money. With all that choice around, future companies will have to be very flexible in order to quickly adapt to the changing environments if they are to survive.

## Notes

- 1 **John Kenneth Galbraith:** He (1908–2006) was a Canadian-born American economist, public official, and diplomat, and a leading proponent of 20th-century American liberalism. His first major book is *American Capitalism: The Concept of Countervailing Power* (1952).
- 2 **trade union:** A trade union is an organization of workers who have come together to achieve common goals such as protecting the integrity of its trade, improving safety standards, achieving higher pay and benefits such as health care and retirement, increasing the number of employees an employer assigns to complete the work, and better working conditions. The trade union, through its leadership, bargains with employers on behalf of union members and negotiates labor with employers.
- 3 **nation state:** A nation state is a type of state that joins the political entity of a state to the cultural entity of a nation, from which it aims to derive its political legitimacy to rule and potentially its status as a sovereign state. A state is specifically a political and geopolitical entity, whilst a nation is a cultural and/or ethnic one. The term “nation state” implies that the two coincide, in that a state has chosen to adopt and endorse a specific cultural group as associated with it.
- 4 **Monorail Corporation:** It is a personal computer manufacturer. Monorail may have released the first “low-cost,” flat-paneled all-in-one computer with their Pentium-powered lineup in the late 1990s. In 1997, *Fortune* magazine highlighted Monorail as one of the country’s hottest start-up companies.
- 5 **mass production:** Mass production is the manufacture of large quantities of standardized products, frequently utilizing assembly line technology. It is typically characterized by some type of mechanization, as with an assembly line, to achieve high volume, the detailed organization of materials flow, careful control of quality standards, and division of labor. The machinery that is needed to set up a mass production line is so expensive that there must be some assurance that the product is to be successful to attain profits.



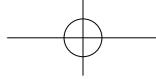
## Glossary

### Words & phrases

- 1 **durable** *adj.* staying in good condition for a long time, even if used a lot 耐用的, 持久的
- 2 **hierarchical** *adj.* if a system, organization, etc. is hierarchical, people or things are divided into levels of importance 分等级的
- 3 **bureaucratic** *adj.* involving complicated official rules and procedures 官僚的
- 4 **standardise** *v.* to make all the things of one particular type the same as each other 使标准化, 使合乎标准
- 5 **predictable** *adj.* if something or someone is predictable, you know what will happen or what they will do—sometimes used to show disapproval 可预测的
- 6 **shift** *v.* to move from one place or position to another, or make something do this 移动, 改变
- 7 **customise** *v.* to change something to make it more suitable for you, or to make it look special or different from things of a similar type 定制
- 8 **flatten** *v.* to make something flat or flatter, or to become flat or flatter 使……平坦, 变平
- 9 **maintain** *v.* to make something continue in the same way or at the same standard as before 维持, 保持
- 10 **school of thought** an opinion or way of thinking about something that is shared by a group of people 学派, 思想派别
- 11 **glimpse** *n.* a quick look at someone or something that does not allow you to see them clearly 一瞥, 一看
- 12 **freelance** *adj.* self-employed and hired to work for different companies on particular assignments 从事自由职业的
- 13 **at the expense of** if something is done at the expense of someone or something else, it is only achieved by doing something that could harm the other person or thing 以……为代价

### Business terms

- 1 **takeover** *n.* an act of assuming control of something, especially the buying out of one company by another 收购
- 2 **merger** *n.* the joining together of two or more companies or organizations to form a larger one 合并
- 3 **tangible asset** an asset that is physical and can be valued easily, such as buildings, equipment, etc. 有形资产
- 4 **bidder** *n.* someone who offers to pay a particular amount of money for something that is being sold 投标人
- 5 **venture capitalist** someone who invests money in new businesses 风险投资家



# Business knowledge



## Company types

### 1. Multinational

A multinational corporation (MNC) is usually a large corporation incorporated in one country which produces or sells goods or services in various countries. The two main characteristics of MNCs are their large size and the fact that their worldwide activities are centrally controlled by the parent companies.

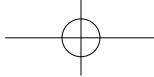
### 2. Partnership

Partnership is a type of unincorporated business organization in which multiple individuals, called general partners, manage the business and are equally liable for its debts; other individuals called limited partners may invest but not be directly involved in management and

are liable only to the extent of their investments. In a partnership, each partner shares equal responsibility for the company's profits and losses, and its debts and liabilities.

### 3. Sole proprietorship

A sole proprietorship, also known as the sole trader or simply a proprietorship, is a type of enterprise that is owned and run by one natural person and in which there is no legal distinction between the owner and the business entity. The owner is in direct control of all elements and is legally accountable for the finances of such business and this may include debts, loans, loss, etc.



## Understanding the text

**1** Read the text and decide whether the following statements are true (T) or false (F).

- ( ) 1 US corporations were hierarchical or bureaucratic making long runs of standardized products.
- ( ) 2 Big companies provided their workers with lifetime employment, but they didn't keep good industrial relations with the giant trade unions.
- ( ) 3 Giant corporations were transformed from high-value to high-volume, from customized to standardized.
- ( ) 4 The author believes that big companies are a thing of the past. The future belongs to small Internet companies.
- ( ) 5 The best way to look at the future of the company is to focus on the environment that will determine it.

**2** Read the text again and answer the following questions.

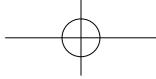
- 1 What were the characteristics of US corporations in the past?
- 2 What changes have occurred to those corporations?
- 3 What is meant by "Most have shifted their production systems from high-volume to high-value ..." in Paragraph 3?
- 4 What different types of future companies does the author mention?
- 5 Why does the author believe there is not one definite type of future companies?
- 6 What does the author believe to be the key to survival for companies in future?

**3** Complete the following summary of the text.

The modern company is heading for \_\_\_\_\_ directions. The first is that a handful of \_\_\_\_\_ are engaged in a(n) \_\_\_\_\_ of the world. A record number of \_\_\_\_\_ happened in the past couple of decades. The second school of thought argues that big companies are \_\_\_\_\_. Monorail Corporation, which sells computers, owns no factories, warehouses or any other \_\_\_\_\_. The third school of thought says that companies are being replaced by \_\_\_\_\_. \_\_\_\_\_ form such a network to market an idea. They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied by \_\_\_\_\_.

**4** Discuss the following questions in groups.

- 1 Would you prefer to be a freelance worker or employed with a fixed salary?
- 2 What are the advantages and disadvantages of each situation?



# Language work

**1** Find the words in the text that describe the people who:

- 1 work independently or on short-term contracts \_\_\_\_\_
- 2 are willing to take risks \_\_\_\_\_
- 3 are willing to invest in new and/or risky business projects \_\_\_\_\_
- 4 express a wish to buy something \_\_\_\_\_
- 5 make goods \_\_\_\_\_
- 6 own part of a company \_\_\_\_\_

**2** Match the words or phrases with their explanations.

- |                         |  |
|-------------------------|--|
| 1 bureaucracy           | A goods of the same quality and design   |
| 2 flattened hierarchy   | B inflexible system of administration    |
| 3 standardized products | C rent a building on a temporary basis   |
| 4 lifetime employment   | D more middle than senior managers       |
| 5 merger                | E buildings and machinery a company owns |
| 6 customized            | F permanent jobs                         |
| 7 tangible assets       | G made for a particular user             |
| 8 lease                 | H when two companies become one          |

**3** According to the text, which of the following types of companies do the words from Task 1 and Task 2 refer to?



**Corporations of the past**

bureaucracy

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**Today's multinationals**

freelancer

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**All of them**

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**Online companies**

entrepreneur

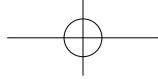
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**4** Complete the following sentences with *by, for, of, on, to* or *with*.

- 1 Shares in corporations are usually sold \_\_\_\_\_ the Stock Exchange.
- 2 One advantage \_\_\_\_\_ working for TBF is the career structure.
- 3 Who is responsible \_\_\_\_\_ staff development in this department?
- 4 The key \_\_\_\_\_ survival for most companies is flexibility.
- 5 Companies need to be able to adapt \_\_\_\_\_ a changing environment.
- 6 A team of ten people reports \_\_\_\_\_ the IT manager.
- 7 Many companies used to provide workers \_\_\_\_\_ lifelong employment.
- 8 The Head of Procurement is in charge \_\_\_\_\_ purchasing.
- 9 Traditional companies are being replaced \_\_\_\_\_ networks of companies working together.
- 10 Which division deals \_\_\_\_\_ issues related to patents?

**5** Fill in the blanks with the words from the box. Change the form when necessary.

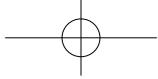
shift maintain predict transform volume standardize

- 1 Since the details of the Paris attacks were revealed, the tragedy in Brussels becomes \_\_\_\_\_.
- 2 It is a funding platform for ministries and individuals to help raise funds, having a larger impact on the \_\_\_\_\_ of lives.
- 3 The project helps provide a more accurate and timely assessment of US crude oil production \_\_\_\_\_.
- 4 No matter how careful the \_\_\_\_\_ is, all vehicles need to be repaired sometimes.
- 5 Notice also that the distribution is \_\_\_\_\_ to higher speeds at a higher temperature.
- 6 At first there were several competing designs of electric plug-sockets, but these were \_\_\_\_\_ in the 1920s.



**6** Paraphrase the following sentences from the text.

- 1 They introduced “new and improved” varieties with predictable regularity.
- 2 The first is that a handful of giant companies are engaged in a “silent takeover” of the world.
- 3 The survivors, it is maintained, are far more powerful than nation states.
- 4 They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied all the time by venture capitalists.
- 5 Technology and globalisation open up ever more opportunities for individuals and firms to collect information and conduct economic activity outside traditional structures.



**7** Translate the following sentences from the text into Chinese.

- 1 These were hierarchical and bureaucratic organizations making long runs of standardised products.
- 2 Most have shifted their production systems from high-volume to high-value, from standardised to customised.
- 3 The second school of thought argues almost the opposite: it says that big companies are a thing of the past.
- 4 While the age of mass production lowered the costs of products at the expense of limiting choices, modern “flexible” production systems both lower costs and increase choice.
- 5 With all that choice around, future companies will have to be very flexible in order to quickly adapt to the changing environments if they are to survive.

**8** Translate the following sentences into English. Use the words or phrases in brackets.

- 1 她想毕业后从事自由职业, 一边做翻译, 一边搞音乐创作。(freelance)
- 2 公司的核心客户将从过去的大学生调整到刚到北京发展的“新移民”。(shift)
- 3 他坚持说这个决定是公司大多数人都同意的。(maintain)
- 4 经济发展不应该以环境为代价。(at the expense of)
- 5 你认为你需要多久才能适应新的工作环境? (adapt to)

**9** The following passage contains TEN errors, one in each numbered line. Underline the errors and put the corrections in the blanks.

### What might the company of the future look like?

Lawrence Summers, president of Harvard University, suggests in the latest *Harvard Business Review* that the American research university, e.g. Harvard, might be a model from the company of the future. He does not mean that firms should set off their own “universities.” Instead, they should adopt the research university’s fluid and decentralized approach to creativity and hierarchy.

Certainly, there are aspects of the university that firms might envy. They are, to start with, extraordinarily durable institutions. Mr. Summers’ own Harvard, found in 1636, is very young compared with the University of Bologna, founded on 1088, or Paris and Oxford born less than a century late.

They are all huge successful: There are far more of them, and far more students, than ever before. In the rich world alone, 39m people are now take a university course of one sort or another. Anyone tempted to mock McDonald’s Hamburger University should look at the classes in food technology and catering that plenty of modern universities now provide. The successful university has other characteristics that firms increasing aspire to. For example, it gathers, under a single powerful brand, individuals contracted to supply it with their intelligent. Moreover, the deals struck by the more successful academics when they transfer from one university to another are becoming more lucrative, with all sort of perks regarded as normal.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

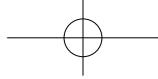
6 \_\_\_\_\_

7 \_\_\_\_\_

8 \_\_\_\_\_

9 \_\_\_\_\_

10 \_\_\_\_\_



**10** Read the passage and decide which of the choices would best complete the passage if inserted in the corresponding blanks.

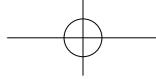


When women do become managers, do they bring a different style and different skills to the job? Are they better, or worse, managers than men? Are women more highly motivated and 1 \_\_\_\_\_ than male managers?

Some research 2 \_\_\_\_\_ the idea that women bring different attitudes and skills to management jobs, such as greater 3 \_\_\_\_\_, an emphasis on affiliation and attachment, and a willingness to bring emotional factors to bear in making workplace decisions. These differences are 4 \_\_\_\_\_ to carry advantages for companies, because they expand the range of techniques that can be used to help the company manage its workforce 5 \_\_\_\_\_.

A study commissioned by the International Women's Forum 6 \_\_\_\_\_ a management style used by some women managers that 7 \_\_\_\_\_ from the command-and-control style traditionally used by male managers. Using this "interactive leadership" approach, "women 8 \_\_\_\_\_ participation, share power and information, enhance other people's self-worth, and get others excited about their work. All these things reflect their belief that allowing employees to contribute and to feel powerful and important is a win-win situation—good for the employees and the organization." The study's director 9 \_\_\_\_\_ that "interactive leadership may emerge 10 \_\_\_\_\_ the management style of choice for many organizations."

- |                  |                    |                 |                |
|------------------|--------------------|-----------------|----------------|
| 1 A. confronted  | B. commanded       | C. confined     | D. committed   |
| 2 A. supports    | B. argues          | C. opposes      | D. despises    |
| 3 A. combination | B. cooperativeness | C. coherence    | D. correlation |
| 4 A. disclosed   | B. watched         | C. revised      | D. seen        |
| 5 A. evidently   | B. precisely       | C. aggressively | D. effectively |
| 6 A. developed   | B. invented        | C. discovered   | D. located     |
| 7 A. derives     | B. differs         | C. descends     | D. detaches    |
| 8 A. encourage   | B. dismiss         | C. disapprove   | D. engage      |
| 9 A. predicted   | B. proclaimed      | C. defied       | D. diagnosed   |
| 10 A. into       | B. from            | C. as           | D. for         |



**11** Read the following passage and choose the best answer to each question.

When companies do business overseas, they come in contact with people from different cultures. These individuals often speak a different language and have their own particular custom and manners. These differences can create problems.

For example, in France, business meetings begin promptly at the designated time and everyone is expected to be there. Foreign business people who are tardy are often left outside to cool their heels as a means of letting them know the importance of promptness. Unless one is aware of such expected behaviors he may end up insulting the people with whom he hopes to establish trade relations.

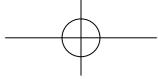
A second traditional problem is that of monetary conversions. For example, if a transaction is conducted with Russia, payment may be made in rubles. Of course, this currency is of little value to the American firm. It is, therefore, necessary to convert the foreign currency to American dollars. How much are these Russian rubles worth in terms of dollars? This conversion rate is determined by every market, where the currencies of countries are bought and sold. Thus there is an established rate, although it will often fluctuate from day to day. For example, the ruble may be worth '0.75 on Monday and '0.72 on Tuesday because of an announced wheat shortage in Russia. In addition, there is the dilemma associated with converting at '0.72. Some financial



institutions may be unwilling to pay this price, feeling that the ruble will sink much lower over the next week. As a result, conversion may finally come at '0.69. These "losses" must be accepted by the company as one of the costs of doing business overseas.

A third unique problem is trade barriers. For one reason or another, all countries impose trade barriers on certain goods crossing their borders. Some trade barriers are directly related to exports. For example, the United States permits strategic military material to be shipped abroad only after government permission has been obtained. Most trade barriers, however, are designed to restrict import. Two of the most common import barriers are quotas and tariffs.

- 1 Which of the following would be the best title for the passage?  
A. How to succeed in international trade.      B. Monetary conversion.  
C. Trade barriers.      D. Unique problems in international trade.
- 2 In France, tardy business people \_\_\_\_\_.  
A. are often insulted      B. often suffer from coldness  
C. are often left outdoors waiting      D. are often asked to polish their shoes
- 3 According to the passage, conversion rates \_\_\_\_\_.  
A. are always stable      B. are determined by financial institutions  
C. are agreed upon by two trading countries      D. vary from day to day
- 4 The intended audience of this passage are \_\_\_\_\_.  
A. professors of economics      B. postgraduate students of international trade  
C. beginners of business      D. senior business people
- 5 Which of the following is likely to be discussed in the next paragraph?  
A. Export trade barriers.      B. Quotas and tariffs.  
C. Reasons for imposing trade barriers.      D. Measures to break down trade barriers.



## Grammar in use

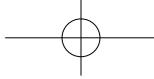
**1** Complete the passage below with the appropriate form of the present simple or continuous.



# Will the corporation survive?

Since the corporation was invented, it has been widely accepted that bringing activities together into one large company (1 lower) **lowers** “transactional” and communication costs, and that suppliers and manufacturers (2 have) \_\_\_\_\_ market power due to their knowledge of markets. However, nowadays the Internet (3 eliminate) \_\_\_\_\_ the physical costs of communication. As a result, it (4 become) \_\_\_\_\_ more profitable to outsource many activities. Power (5 shift) \_\_\_\_\_ to the customer who could be

either another business or the end-user. All this raises two burning questions. Firstly, (6 it/mean) \_\_\_\_\_ that the supplier will no longer be the seller but become the buyer for the customer? Secondly, (7 diversification/change) \_\_\_\_\_ the structure of companies? The answer to both questions at the moment is yes for many business sectors. Some of the US’s largest pharmaceutical companies (8 not/manufacture) \_\_\_\_\_ drugs themselves anymore. During this transition period, they (9 wholesale) \_\_\_\_\_ every other kind of pharmacy product as well. At the annual conference for managers in the pharmaceutical sector, which (10 take place) \_\_\_\_\_ next month, the main topic will surely be what to outsource to smaller companies next.



**2** Complete the email with the correct form (present simple or continuous) of the verbs in brackets.

✎ A 🖼️ 🗨️

From: samwakely@nhn.com

To: narindabarr@nhn.com

Subject: Can we arrange to meet?

Dear Narinda

I (1 write) in writing to ask if we can meet to talk about plans for the new IT system. Everything (2 be) \_\_\_\_\_ fine here in general. But we (3 currently/have) \_\_\_\_\_ problems with saving data. The developers (4 know) \_\_\_\_\_ about the problems but can't find a solution—so we (5 think) \_\_\_\_\_ the launch date will need to be postponed. I was going to suggest that we meet on Friday, June 3 as I (6 usually/see) \_\_\_\_\_ Steve Barker at your office one Friday a month. But I (7 understand) \_\_\_\_\_ that you (8 not/work) \_\_\_\_\_ on Fridays.

So how about Monday, May 23? By the way, what's it like coming back to work after maternity leave? I (9 imagine) \_\_\_\_\_ it must be difficult when the baby is so young. She (10 look) \_\_\_\_\_ lovely in her photo. Anyway, let me know if Monday would suit you.

Regards  
Sam

**3** Suppose you are Narinda. You have arranged to meet Sam on Monday, but you cannot meet him for some reason. Please write an email (40–50 words) to Sam:

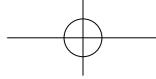
- explaining you cannot meet him on Monday and giving reasons
- telling Sam when you will be free
- suggesting another time and date
- offering to arrange a meeting room

✎ A 🖼️ 🗨️

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# Listening

## Listening 1 Kellogg School of Management (1)

### New words

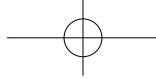
rate v. 评估, 评价  
 reputation n. 名誉, 声望  
 sponsor v. 赞助, 支持

**1** Listen to the first part of a radio program about the Kellogg School of Management. Then answer the following questions.

- 1 What is the name of the program?
  - A. Business World.
  - B. Business Week.
  - C. Business Strategies.
- 2 What is the topic of the program today?
  - A. America's top business school.
  - B. Leading strategies in business.
  - C. Challenges facing business school.
- 3 How well-known is Kellogg?
  - A. It is considered the number one business school in America.
  - B. It is the world's best business school by the Economist Intelligence Unit.
  - C. It is the top school at Northwestern University.
- 4 Students traditionally work in the following areas EXCEPT \_\_\_\_\_.
  - A. administration
  - B. customer service
  - C. marketing

**2** Listen to the program again. The speaker refers to three types of companies and students. Make notes on them below.

Types of companies	Types of students
Large international corporation	All senior staff paid to attend



## Listening 2 Kellogg School of Management (2)

**1** Listen to the second part of the radio program and match the pairs from the radio program.

- |            |                  |
|------------|------------------|
| 1 business | A resources      |
| 2 social   | B school         |
| 3 human    | C salary         |
| 4 starting | D company        |
| 5 start-up | E responsibility |
| 6 customer | F services       |

### New words

elite *n.* 出类拔萃的人  
 scandal *n.* 丑闻  
 optional *adj.* 非强制的  
 mandatory *adj.* 强制的  
 radical *adj.* 极端的  
 placement *n.* 临时职位

**2** Listen again and make notes below on how Kellogg has responded to challenges facing the business school. You should write no more than three words in each blank.

### 1 Challenges facing Kellogg

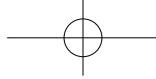
- recruitment procedure change \_\_\_\_\_  
management elite
- \_\_\_\_\_ between what graduates of business schools can \_\_\_\_\_ and what companies need

### 2 Changes to courses at Kellogg

- allow students to \_\_\_\_\_
- mandatory course: \_\_\_\_\_ in times of \_\_\_\_\_
- new courses: ethics, business in its \_\_\_\_\_

### 3 Other changes at Kellogg

- \_\_\_\_\_, covering problems of traditionally MBA with focus on \_\_\_\_\_
- Mr. Jain devoted time to \_\_\_\_\_ contacts with companies and \_\_\_\_\_.



# Career skills

## Talking about your job

When you meet people for the first time in professional or social situations, it is common to exchange information about your job. The following phrases are useful for describing what you do.

*My job entails/involves ...*      *I'm in charge of ...*      *I'm responsible for ...*  
*I report to ...*      *I work for/under ...*      *I manage ...*

**1** Listen to several people talking about their jobs and complete the following table. Which of the above phrases do you hear?

Names	Duties	No. of workers	Phrases used
Jeff Hynes	Liaising/dealing with other companies	5 project managers	My job involves ...
Harry Wilson			
Karl-Heinz Egonolf			
Jill Black			
Mary Fitzimmons			

**2** Look at the profile below. Write similar profiles for the people in Task 1. Using the profiles, take it in turns to role-play introducing yourself and talking about your jobs.

**Name:** Tina Brown

**Present position:** Director of Information Technology at Transatlantica, Inc.

**Present responsibilities:** In charge of a team of 25 people, who purchase and maintain all company IT hardware and services.



# Culture at work

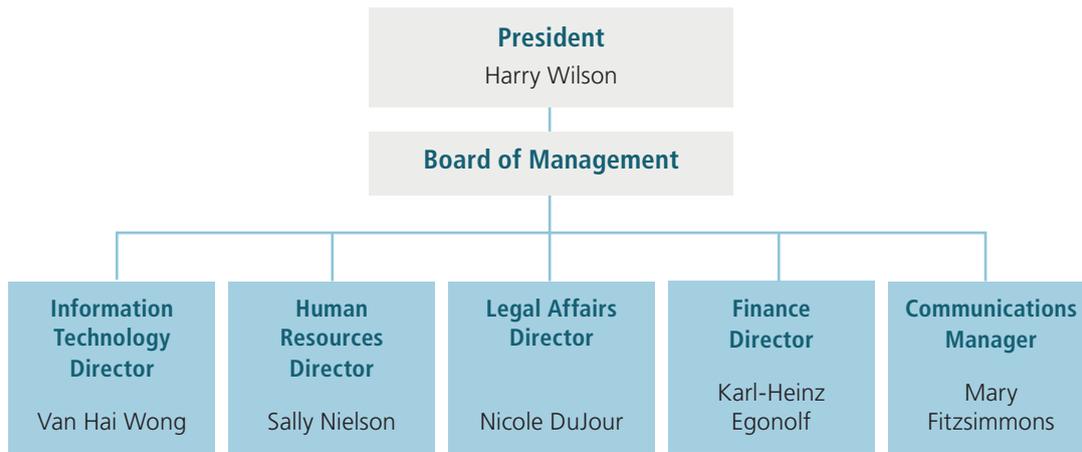
## Hierarchy

The way a company is organized depends on its culture: Some companies have a **steep hierarchy**, while others are **flatter** with a broader base.

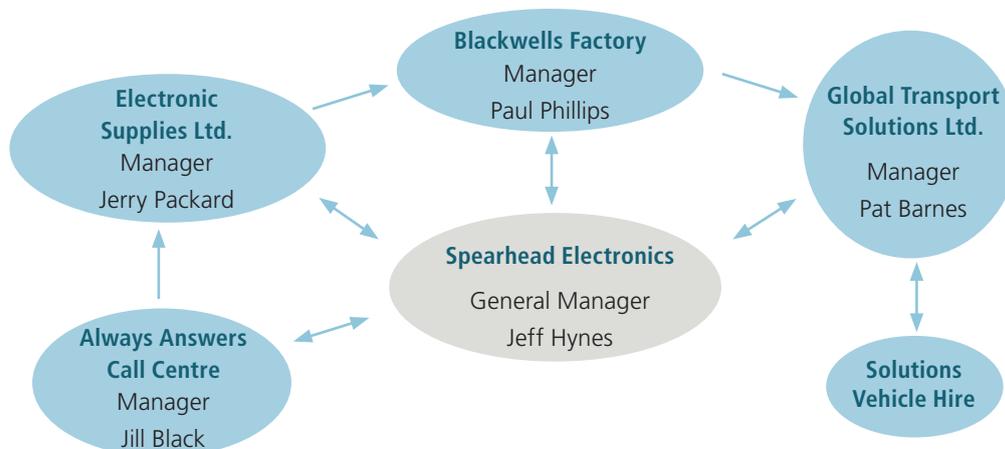
	Steep hierarchy ▲	Flat hierarchy ▲
Company structure	Many levels of management	Not many levels of management
Power	Unequal distribution of power: Senior managers are very powerful	Power-sharing: Members of staff are relatively equal
Roles	Each member of staff has a fixed role or function.	Roles are often flexible.

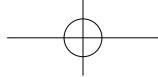
Here are two example companies. Which one is steep and which one is flatter?

### Company 1: Transatlantica, Inc.



### Company 2: Spearhead Electronics Ltd.





# Dilemma & Decision

## Dilemma: The virtue of necessity

### Brief

A serious safety problem is threatening the future of Transal, a pipeline company. Hundreds of yearly accidents have led to high absenteeism, causing lost time, low morale, unsatisfactory efficiency levels, falling profits, and a falling share price. Press articles about the company's lack of concern for its employees are having a very negative effect on customers, shareholders, and staff. If the company is to survive, it must develop a "safety-conscious culture." The question is: How?

### Task 1

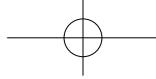
What is the problem to be solved? What are the consequences of the problem? Does the problem ruin the reputation of the company? What must be done to solve the problem? Fill in the chart below.



### Task 2

How can the problem be solved? Look at the three options open to Transal and note down their potential benefits and disadvantages in the following chart.

- 1 **The International School of Industrial Engineering**  
Send all technical staff members on an intensive "safety awareness" course run by a high-profile school of engineering. The course is very expensive but has an excellent reputation. This will be emphasized at a press conference organized to announce the new company plans. On their return, the managers will train their teams. The forecast is to have improved safety conditions by this time next year.
- 2 **Stanford, Traynor & Weldon Associates**  
Bring outside consultants into every subsidiary to organize training schemes for all employees over a period of six months. This would be more expensive but would give low-level workers an opportunity to speak to experts and to point out problems. The results should be almost immediate and the experts would be on hand to talk to the press.
- 3 **Safety Charity Challenge**  
Offer to give a sum of money to a community charity of the workers' choice every time they eliminate a safety hazard. An untested idea suggested by the communications department. If



successful, it could lead to a lot of positive publicity and be very cost-effective. However, it relies on the employees' willingness to take part in such a scheme. There is no knowing how long it might take to improve conditions.

Options	Features	People involved	Costs	Benefits	Disadvantages
1	Course				
2	Training				
3	Charity				

### Task 3

Which to choose? Discuss and choose the best option. Prepare to present your arguments to the class.

#### Write it up



Write a brief email to the Transal board recommending the best option and giving reasons for your decision.

#### Decision:

Examine the case below and see what happened when a famous British company was faced with the same dilemma.

Transco, a UK pipeline company, which was originally part of British Gas opted for the Safety Charity Challenge when many other attempts to introduce a safety culture had failed the company.

It dramatically reduced accidents (33 percent in 18 months) saving 2,521 workdays! It also led to huge cost savings and generated a lot of good publicity, which had a positive effect on workforce morale. Efficiency also improved greatly. The challenge was also very beneficial for the charity Mencap, which deals with people with learning disabilities.

The Institute for Business Ethics says, "If a way can be found to improve both the productivity of the company and the well-being of the community, then necessity will become a virtue."

