

<<商务英语阅读教程>>

图书基本信息

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内容概要

《商务英语阅读教程》主要为MBA学生编写，也适合一般经济管理专业的研究生以及英语水平四级以上的经济管理专业的本科生。

本教程充分考虑了MBA学生的课程体系和知识体系，所选的英文文章大都与专业课程所涉及的内容相关，如“新惠普的诞生”、“安然丑闻”以及“减少‘非典’带来的经济损失”等。

阅读与专业课程相关的英文文章，比较容易使学生增强学习英语的兴趣和信心，不仅使他们提高英语阅读能力，也促使他们运用工商管理综合知识思考管理中的现实问题。

文章选编的原则是既有时事性,反映时代的特征,涉及近年来国际国内发生的大事；又有专业性，符合工商管理专业学生的特点。

本教程力求在编排格式上取得突破，注重格式新颖，使用方便。

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Vocabulary

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章节摘录

Levels of Strategy By Stephen P. Robbins & Mary Coulter If an organization produced a single product or service, managers could develop a single strategic plan that covered everything it did. But many organizations are in diverse lines of business. Moreover, these multi-business companies also have diverse functional departments such as finance and marketing that support each of their businesses. As a result, we need to differentiate between corporate-level, business-level, and functional-level strategy.

Corporate-level strategy : This strategy seeks to answer the question : What business or businesses should we be in? Corporate-level strategy determines the roles that each business unit in the organization will play. At a company like PepsiCo, top management's corporate-level strategy integrates the strategies of its Pepsi, T-Up International, Taco Bell, Pizza Hut, KFC, and Frito-Lay divisions.

Business-level strategy : This strategy seeks to answer the question : How should we compete in each of our businesses? When an organization is in a number of different businesses, planning can be facilitated by creating strategic business units. A strategic business unit (SBU) represents a single business or a group of related businesses. Each SBU will have its own unique mission, competitors, and strategy. This distinguishes an SBU from the other businesses of the parent organization. The SBU concept of planning separates business units based on the following principles :

- (1) The organization is managed as a "portfolio" of businesses. Each business unit serving a clearly defined product and market segment with a clearly defined strategy.
- (2) Each business unit in the portfolio develops a strategy tailored to its capabilities and competitive needs but consistent with overall organization's capabilities and needs.
- (3) The total portfolio is managed to serve the interests of the organization as a whole—to achieve balanced growth in sales, earnings, and asset mix at an acceptable and controlled level of risk.

Functional-level strategy : This strategy seeks to answer the question : How do we support the business-level strategy? For organizations that have traditional functional departments such as manufacturing, marketing, human resources, research and development, and finance, these strategies need to support the business-level strategy. For instance, when PepsiCo's Taco Bell unit decided to open a new chain of full-service, Mexican-style restaurants, its marketing department developed a promotional strategy for the new concept, the research and development department created new product selections for the restaurants, and the human resources department developed new training programs for the management teams that would staff the new facilities.

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