

# Management

## Learning Objectives

### In this unit, you will learn

- to understand the background information of management;
- to grasp the basic management concepts;
- to grasp the vocabulary related to management;
- to master the skills of literal and liberal translation;
- to practice writing about criteria of sentences.

## Section A / Lead-in

What does the map describe and what information can you get from it?



## Section B / Readings

### Pre-reading Questions

1. Have you ever thought about opening a small business of your own?
2. What kinds of small businesses would you like to open?
3. Suppose you own a small business, what will you do if you need to hire talents rapidly?



Managing (或 Management) 管理, 是指在特定的环境下, 对组织所拥有的资源进行有效的计划、组织、领导和控制, 以便达成既定的组织目标的过程。本文重点探讨了如何管理小型企业, 以使其快速地成长。

## Text A

### Managing Fast Growth in Small Businesses

Donna Fuscaldo

The dream of every small business is to grow and grow fast. If the growth happens over a short period of time, managing the growth can be a challenge. Whether it is hiring at a rapid pace or finding office space, a key to success during a time of **explosive** growth is flexibility.

“One of the first lessons we realized very quickly is not to be afraid to **shift** the business model,” says **Brian Curry**, vice president at **YouSendIt**, **headquartered in the Campbell, California**. The company sends large **digital** documents for companies. It started out with 15 employees and today it has 185 and is growing.

YouSendIt began by offering its service for free and relied on advertising to make money. Instead of **forging ahead** with the planned strategy, it listened to customers who did not want advertisements associated with the documents they were sending and switched to a **subscription** model, turning the entire business plan on its head<sup>1</sup>. “We had faith that our customers would need a high level of service and **upgrade** to the **premium** offer,” says Curry.

According to Curry, one of the key factors for its success has been its focus on doing one thing well and becoming the leader in that market, which in YouSendIt’s case is the **FedEx** for digital documents. YouSendIt focused hard on achieving that and today it works with 193 companies and supports 30 million unique users. Curry says managing the fast growth would not be possible if it did not **invest** in its growth instead of worrying about the bottom line<sup>2</sup>. “We had to create a service that stands up to all the **rigors** of millions of files being sent,” says Curry. “Profit is important but it’s not going to do any good if we’re the most efficient No. 5 in our **category**.”

For many small businesses that are not a household name, hiring talent at a rapid pace can be tough, especially when it could mean the difference between success and failure<sup>3</sup>.

For **Milo.com**, the **San Jose**, California Internet company that lets people search retailers for in stock items and was acquired by **Ebay** last year, a big challenge early on was hiring key employees. “People are the raw ingredient in technology and building a great product,” says **Jack Abraham**, founder and Chief Executive of Milo.com. “We spent a lot of time focusing on hiring, especially in a competitive environment.”

Instead of settling for **leftovers**, Milo.com, which went from zero users to a million monthly users in the space of a year, opted to cast a wide net and look outside the local area for talent. The company hired a lot of people from the east coast who wanted to work with a **Silicon Valley** start-up. Milo also created an environment that built loyalty and offered a **trial period** so that the job candidates and Milo.com could test each other out.

For small businesses on a tight budget, using **freelancers** is another hiring tactic. **Envato**, the Australian based marketplace for digital goods used freelancers early on and still does today. “When you are growing fast you often end up short staffed,” says **Collis Ta’eed**, the founder and Chief Executive of Envato. “Since start-ups aren’t sure early on what positions will be short term and which

will be **permanent**, using freelancers gives a business more flexibility, which is important during times of growth.”<sup>4</sup> he says.

Once Envato was ready to hire permanent positions, Ta’eed says the company **resisted** the temptation to get the process over with quickly knowing the importance of hiring the right employees. “When your hiring everything slows down but once you get over the **hump** it’s much better and worth it,” he says.

When small companies get big, they often expand the number of managers, creating a level of **bureaucracy**<sup>5</sup> that if it goes unchecked could slow down innovation and thus growth. Sure it’s necessary to hire more people to handle more customers, but doing it without creating road blocks to decision making is key. “We created a culture where we try to push decision making down,” says **Zack Urlocker**, Chief Operating Officer at Zendesk, the **San Francisco**-based online helpdesk company that grew from 20 employees to 85 in a year. “That’s often a challenge for small companies where early on everybody knows everything that’s going on. We want to have engineers making great decisions and sales people making great decisions.” (734 words)

## New Words and Expressions

<b>explosive</b> /ɪkˈspləʊsɪv/	<i>adj.</i> increasing suddenly or quickly in amount or number 爆炸性的；易爆炸的
<b>shift</b> /ʃɪft/	<i>v.</i> if someone’s opinions, beliefs etc shift, they change 转移或转换某事物；（使某事物 / 某人 / 自己）改变位置或方向
<b>digital</b> /ˈdɪdʒɪtl/	<i>adj.</i> using a system in which information is recorded or sent out electronically in the form of numbers, usually ones and zeros 数字的
<b>subscription</b> /səbˈskɪpʃən/	<i>n.</i> an amount of money you pay, usually once a year, to receive copies of a newspaper or magazine, or receive a service, or the act of paying money for this 订阅；订阅费
<b>upgrade</b> /ʌpˈɡreɪd/	<i>v.</i> to improve something and make it more modern, especially in order to provide a better service 提高某人 / 某事物的级别或等级
<b>premium</b> /ˈpriːmiəm/	<i>adj.</i> of very high quality 高品质的 <i>n.</i> an amount of money that you pay once or regularly for an insurance policy 保险费
<b>invest</b> /ɪnˈvest/	<i>v.</i> to buy shares, property, or goods because you hope that the value will increase and you can make a profit 投资；为某任务付出（时间、精力等）（尤指涉及承诺或自我牺牲的）
<b>rigor</b> /ˈrɪɡər/	<i>n.</i> <i>specially BrE</i> the problems and difficulties of a situation（气候、条件等的）严酷；艰苦
<b>category</b> /ˈkætɪɡəri/	<i>n.</i> class or group of things in a complete system of grouping 种类；类别
<b>leftover</b> /ˈleftəʊvər/	<i>n.</i> something from an earlier time that still remains, even though it is not really useful or important any more 残余物；剩余物

<b>freelancer</b> /fri:lancer/	<i>n.</i>	Someone who does freelance work 自由职业者
<b>permanent</b> /'pə:mənənt/	<i>adj.</i>	continuing to exist for a long time or for all the time in the future 长期的; 永久的; 永恒的
<b>resist</b> /rɪ'zɪst/	<i>v.</i>	to stop yourself from having something that you like very much or doing something that you want to do 经得住; 对抗
<b>hump</b> /hʌmp/	<i>n.</i>	the most difficult part of something 最艰难的阶段或最困难的部分
<b>bureaucracy</b> /bjʊə'rɒkrəsi/	<i>n.</i>	a complicated official system which is annoying or confusing because it has a lot of rules, processes etc 官僚制度; 官僚体制
<b>headquarter in</b>		to place in or establish as headquarters in some places 总部位于
<b>forge ahead</b>		to make progress, especially quickly (工作、事业等) 向前发展
<b>trial period</b>		a period of time during which someone or something is tested 试用期

### Proper Names

Brian Curry	布莱恩·柯里
YouSendIt	为用户提供扩展协作服务的国际性公司
Campbell	坎贝尔市 (美国地名)
California	加利福尼亚 (美国州名)
FedEx	联邦快递
Milo.com	美国网站名
San Jose	圣何塞 (美国地名)
Ebay	易贝 (购物网站名, 总部位于圣何塞市)
Jack Abraham	杰克·亚伯拉罕
Silicon Valley	硅谷
Envato	澳大利亚网站, 成立于 2006 年, 现已发展到全球
Collis Ta'eed	科里斯·塔伊德
Zack Urlocker	扎克·艾尔洛克
San Francisco	旧金山 (美国地名)

### Notes

1. *Instead of forging ahead with the planned strategy, it listened to customers who did not want advertisements associated with the documents they were sending and switched to a subscription model, turning the entire business plan on its head.* YouSendIt 公司听取其客户的要求, 改变了整个商业计划, 不在客户寄送的文件中附上相关广告, 转向订阅模式经营, 而不是根据之前拟定的战略发展。

it 指的是 YouSendIt 公司, 为句子主语, who 引导定语从句, 修饰 customers, they

were sending 为省略了关系代词的定语从句, listened 和 switched 为主句的并列谓语, turn something on its head 意思是完全改变某物。

2. Curry says managing the fast growth would not be possible if it did not invest in its growth instead of worrying about the bottom line. 柯里说如果公司只是担心投资金额底线而不在业绩增长方面做投资, 那么公司将不可能对快速增长情况进行较好的管理。

本句中, managing the fast growth 为宾语从句的主语, if 引导条件状语从句。

3. For many small businesses that are not a household name, hiring talent at a rapid pace can be tough, especially when it could mean the difference between success and failure. 对于很多没有名气的小公司而言, 很难尽快雇佣人才, 特别是当人才雇佣决定公司成败的时候。

When 常常引导时间状语从句, 但有时也可以引导条件状语从句, 在本句中 when 就是引导条件状语从句。it 指代 hiring talent at a rapid pace, 动名词短语作主语。household name 意为“家喻户晓的人或物”。

4. Since start-ups are't sure early on what positions will be short term and which will be permanent, using freelancers gives a business more flexibility, which is important during times of growth. 由于新创建的公司早期并不确定哪些职位是短期的, 哪些职位是永久的, 因此雇佣自由职业者可以给公司提供更多的灵活度, 这在公司的增长期是很重要的。

Since 引导原因状语从句, 主语 start-up 是名词, 意为“初创企业”, early on 意为“在早期”。

5. bureaucracy 本意是官僚主义、官僚体制或官僚制度。但在组织理论中, 是指一种建立在法理和权威之上, 高度理性化的法律规章制度体系, 其基本特征是在组织中, 由制度规定组织层级、部门划分、职位设定、成员资格, 能够形成非人格化的层级体制和部门结构。

## Exercises



### Reading Comprehension

#### I. Read the text carefully and then fill in the blanks with the main ideas for each part.

Parts	Paragraphs	Main Ideas
Part I	Paragraphs 1~4	1. The author describes _____ as a key factor to success when small businesses grow fast.
		2. According to Brian Curry, vice president at YouSendIt, _____ can be changed if necessary.
		3. According to Curry, _____ is one of the key ingredients for its success.
Part II	Paragraphs 5~9	4. The main idea of this part is to describe _____.
		5. In the case of Milo.com, _____ is a challenge early on, and it chose to _____ for talent.
		6. In the case of Envato, firstly it used _____ as hiring tactic.
Part III	Paragraphs 10	7. When small businesses get big, expand the number of managers and intend to build their bureaucracy, _____ is a key factor.

## II. Choose the best answer to each of the following questions according to the text.

- 1) What is the passage mainly about?
  - A. The business model of small business.
  - B. The hiring tactic at a rapid pace.
  - C. The budget of small business.
  - D. The flexibility of managing fast growth in small businesses.
- 2) The phrase “turning the entire business plan on its head.” (Paragraph 3) probably means \_\_\_\_\_.
  - A. submit the business plan to the manager
  - B. change the business plan completely
  - C. improve the business plan
  - D. use the business plan in a wrong way
- 3) What does the phrase “stand up to all the rigors” (Paragraph 4) mean?
  - A. Pointing out all difficulties in the operation of business.
  - B. Remaining in good condition in spite of all difficulties in business.
  - C. Staying at a higher position to face all difficulties in business.
  - D. Trying to solve all difficulties in business.
- 4) What does the author think about hiring freelancers?
  - A. It is unreliable for small businesses.
  - B. It is hard to execute in practice for small businesses.
  - C. Sometimes, it works for small businesses considering the budget and the time of growth.
  - D. It is risky to hire freelancers for their mobility.
- 5) What can we learn from the words of Zack Urlocker, Chief Operating Officer at Zendesk?
  - A. In the beginning, everybody knows everything about the business’ condition.
  - B. In the beginning, top managers know everything about the business’ condition.
  - C. After it gets big, top managers control the whole process of decision making.
  - D. After it gets big, everybody involves in the whole process of decision making.



## Vocabulary

## III. Match the English words in Column A with the English explanations in Column B.

Column A	Column B
_____ 1. faith	A. to make something exist that did not exist before or to invent or design something
_____ 2. household name	B. a person or people with special or very great ability
_____ 3. create	C. a new small company or business, especially one whose work involves computers or the Internet

Column A

- \_\_\_\_\_ 4. efficient  
\_\_\_\_\_ 5. talent  
\_\_\_\_\_ 6. start-up

Column B

- D. a person or thing that is very well known  
E. trust; strong belief; unquestioning confidence  
F. be able to work well; capable

IV. Fill in the following blanks with the words or phrases given below. Change the forms where necessary.

- |              |         |         |        |
|--------------|---------|---------|--------|
| eforge ahead | upgrade | invest  | resist |
| hire         | shift   | rely on | offer  |

- 1) \_\_\_\_\_ without a break, we will get greater achievement.
- 2) The number of companies \_\_\_\_\_ them positions based on their abilities.
- 3) Office equipment has \_\_\_\_\_ and modernized.
- 4) Such invitation can't be \_\_\_\_\_ by freshmen.
- 5) We suggest a public relations consultant team should be \_\_\_\_\_ to help improve our image.
- 6) The responsibility shouldn't be \_\_\_\_\_, so don't try to transfer the responsibility onto others: you must do the job yourself.
- 7) Any invention you \_\_\_\_\_ runs the risk of failing to be granted a patent.
- 8) It would be better to \_\_\_\_\_ ourselves than on others

V. Translate the following passage from Chinese into English, using the words and phrases given below.

小企业经历爆炸性的 (explosive) 业务增长后, 首先面对的困难是增加雇员数量。在不确定新岗位是否是永久性 (permanent) 的情况下, 雇佣自由职业者 (freelancer) 或是为岗位增加试用期 (trial period) 都是有用的策略。这两种方式都有助于企业渡过难关 (over the hump)。

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Text B

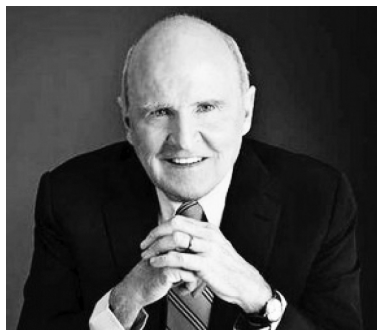
Management Strategies<sup>1</sup> from a Top CEO

Considered by many of his peers and colleagues as one of the greatest chief executive officers (CEO) of all time, **Jack Welch** has **attained legendary** status in the business world.

During his more than 20 years of managing the company, as

Jack Welch 杰克·韦尔奇  
attain *v.* 达到; 实现  
legendary *adj.* 传说的; 传奇的





CEO and later as chairman of **General Electric**, Welch's most **notable** achievement was increasing the market value of the firm. Welch increased it from **approximately** \$12 billion when he took over,

to a colossal \$505 billion at the time of his retirement **announcement**, making GE the world's second largest company with a **market capitalization** that was only exceeded by Microsoft<sup>2</sup>.

Along with Welch's unique, effective and sometimes **brutal** management style, a number of profitable strategic acquisitions under his leadership helped GE climb to the **summit** of the business world, with 10% or more earnings growth for many **consecutive** quarters. The most profitable of Welch's acquisitions was the \$6.4 billion paid for Radio Corporation of America (RCA), which owned NBC television.

The success story of GE under the energetic, forethoughtful, and wise leadership of Jack Welch, however, is a series of complex description of managerial innovation and **prescient** strategic moves, which not only included the acquisition of companies, but also the selling of troubled firms owned by the enormous **conglomerate**, and the ruthless termination of managers who did not produce efficiently.

In business as in life, there are no guarantees, but for any business—**gigantic**, medium-sized, modest, or small—the management philosophy of Jack Welch may be applied equally, and the results will be positive.

To Welch, change is good. He insists that his managers, from senior level to first-line manager, “embrace change”. Everything is constantly changing, says Welch—market conditions, the business environment, consumer spending habits, advances in technology, new products, competitors who may be **gaining on** you.

CEOs, the senior management team, middle and junior managers and **individual** employees must be open to **reinventing** themselves, and everything they do. This is the only way to keep up with all of the many factors constantly in continuous changes which impact a business, the way it operates and its bottom line.

At one time, most senior managers performed only limited,

General Electric 通用电气  
notable *adj.* 值得注意的；显著的；著名的

approximately *adv.* 大概

announcement *n.* 公告，布告  
market capitalization *n.* 市场资本总额

brutal *adj.* 残忍的，不讲理的，野蛮的

summit *n.* 最高点

consecutive *adj.* 连续不断的

prescient *adj.* 有先见之明的

conglomerate *n.* 大公司，企业集团

gigantic *adj.* 巨大的

gain on *v.* 逼近；超过

individual *adj.* 单独的，个别的

reinvent *v.* 彻底改造