

UNIVERSIDAD DEL VALLE  
FACULTAD DE HUMANIDADES  
ESCUELA DE CIENCIAS DEL LENGUAJE  
LECTURA DE TEXTOS ACADÉMICOS EN INGLÉS

Name: \_\_\_\_\_

Code: \_\_\_\_\_ Date: \_\_\_\_\_

CONTESTAR EN ESPAÑOL DE ACUERDO CON EL TEXTO  
*“What Is Strategy”*

- I. NOUN PHRASES
  - A. Give the Spanish equivalents of the underlined noun phrases.
  - B. Identify at least ten more of them and give their Spanish equivalents. Each one must be composed by at least four words.
- II. CONNECTIVES

Identify them in the reading and tell the two linked ideas.
- III. REFERENTS

Identify them in the reading and tell what each expression refers to.
- IV. RHETORICAL FUNCTIONS

From the reading give a sample of each one and tell the page and line where it begins:

  - A. ARGUMENTATION ) (page \_\_, line \_\_)
  - B. CAUSE-AND-EFFECT RELATIONSHIPS (page \_\_, line \_\_)
  - C. CLASSIFICATION (page \_\_, line \_\_)
  - D. COMPARISON (page \_\_, line \_\_). Suggestion: draw a comparative table.
  - E. DEFINITION (page \_\_, line \_\_)
  - F. DESCRIPTION (page \_\_, line \_\_)
  - G. GENERALIZATIONS (page \_\_, line \_\_)
  - H. INSTRUCTIONS (page \_\_, line \_\_)
  - I. ILLUSTRATION (page \_\_, line \_\_). This text has no illustrations but you can draw one or two in order to illustrate something.
  - J. METAPHOR (page \_\_, line \_\_)
- V. READING COMPREHENSION

Explain the following expressions in the text:

  - A. “Managers have been learning to play by a new set of rules.” (page 1, line 3)
  - B. “**Those beliefs** are dangerous half-truths” (page 1, line 10).
  - C. “Companies have properly invested energy in becoming leaner and more nimble” (page 1, line 12).
  - D. “Differences in operational effectiveness among companies are pervasive” (page 1, line 42).
  - E. “What were once believed to be real trade-offs turned out to be illusions created by poor operational effectiveness” (page 2, line 28).
  - F. “The most generic solutions diffuse the fastest” (page 2, line 37)
  - G. “OE competition shifts the productivity frontier outward, effectively raising the bar for everyone” (page 2, line 40).
  - H. “**This pattern** is playing itself out in industry after industry” (page 2, line 49).

- I. “Wars of attrition that can be arrested only by limiting competition” (page 3, line 7).
- J. “The competitors left standing are often those that outlasted others” (page 3, line 10).
- K. “Otherwise, a strategy is nothing more than a marketing slogan that will not withstand competition” (page 3, line 30).
- L. “Full-service airlines employ a hub-and-spoke system centered on major airports” (page 3, line 32).
- M. “Fast turnarounds at the gate of only 15 minutes” (page 3, line 38).
- N. “Interline baggage checking” (page 3, line 40).
- O. “Southwest has staked out a unique and valuable strategic position” (page 3, line 44).
- P. “Helping them navigate this maze of choices” (page 4, line 5).
- Q. “**This** is a value chain that maximizes customization and service” (page 4, line 8).
- R. “Ikea serves customers who are happy to trade off service for cost” (page 4, line 10).
- S. “Ikea uses a self-service model based on clear, in-store displays” (page 4, line 11).
- T. “Having customers *do it themselves*” (page 4, line 18).
- U. “In-store child care” (page 4, line 19).
- V. “(Customers who) have a need to shop at odd hours” (page 4, line 22).
- W. “Vanguard provides an array of common stock, bond, and money market funds that offer predictable performance and rock-bottom expenses” (page 4, line 35).
- X. “It avoids making bets on interest rates and steers clear of narrow stock groups” (page 4, line 38).
- Y. “**Doing so** drives up costs and can force a fund manager to trade in order to deploy new capital and raise cash for redemptions” (page 4, line 41).
- Z. “The people who use Vanguard or Jiffy Lube are responding to a superior value chain for a particular type of service” (page 4, line 45).

**Please help to save a tree. For your answers use the back side of this worksheet!**  
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