

总主编 陆 勇

大学英语 快速阅读进阶

第

4

册

主 编 邓大飞 廖志恩



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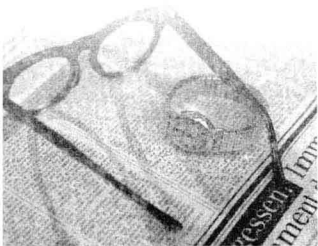
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前言

《大学英语快速阅读进阶》系列教材终于和各位读者见面了,这是多方努力的结果,是各位编委辛勤汗水的结晶。

本阅读教程是在这样的背景下孕育而生的:(1) 根据 2007 年国家教育部高教司颁布的《大学英语课程教学要求》(以下简称《课程要求》),大学英语的教学目标是培养学生的英语综合应用能力。阅读作为一项基本技能,始终是英语综合能力训练中的一个重要环节。从一定意义上讲,提高阅读能力,仍是培养和提高大学生英语综合运用能力的关键之一。(2) 在新改革后的大学英语四、六级考试中,快速阅读理解部分的分值比例为 10%,这对学生的阅读能力提出了更高的要求。(3) 正如《课程要求》所言,我国幅员辽阔,各地区、各高校之间情况差异较大,大学英语教学应贯彻分类指导、因材施教的原则,以适应个性化教学的实际需要。因此,新升本科院校需要有与自己实际情况相符的阅读教材,以促进大学英语教学改革之需。

鉴于此,本阅读教程是百色学院联合广西民族师范学院,在参考国内外多种英语快速阅读教材的基础上,根据编者多年从事大学英语快速阅读教学的经验,以及目前新升本院校实际整体英语水平和英语能力编写而成的。

本套教程的编写有如下特点:

(1) 本教程由具有丰富的教学经验的大学英语教师分工协作、集体编写而成,具有很强的专业性。

(2) 每册书单元内部及各册书之间都是由浅入深、由易到难、循序渐进的排列顺序。各册书之间的过渡跳跃幅度不大。

(3) 1—4 册文章的长度梯度合理,1—2 册相对短少,第 3 册接近大学英语四级,第 4 册与四级相同并略有超过,充分体现进阶的梯度。

(4) 精心选择阅读文章,新颖,富于时代气息,给人耳目一新的感觉。其中主题涵盖教育、科技、政治、经济和文化等各个方面,具有时代性、可读性、文化教育性和针对性,并体现一定的区域性文化与经济特色。

(5) 体裁和题材多样化,具有知识性、趣味性、应用性等特点。

(6) 练习题型的设计均按照最新的大学英语四、六级考试标准和难度进行,具有针对性。

《大学英语快速阅读进阶》第1—4册由百色学院陆勇任总主编,各分册采取主编负责制原则。第1册由邓大飞、陈正利任主编,黄浩、陆晓蓉、覃丽霞任副主编;第2册由陆勇、符赛男任主编,罗翠琼、王雅兰、周彩玉任副主编;第3册由陆勇、刘菁筠任主编,罗莉莉、李涵、谭丽、潘忠文任副主编;第4册由邓大飞、廖志恩任主编,覃丹、农雅琪、蒙志珍任副主编。

本教材的编写与出版得到了苏州大学出版社的大力支持,在此,我们表示衷心的感谢。

由于编者水平有限,加之时间仓促,如有不当之处,衷心希望广大教师同仁和学生提出批评和建议,以便今后进一步改进和完善。

编者

2011年6月



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Unit 1

Work and Employment

Directions: You will have 15 minutes to go over each passage quickly and answer the questions. For questions 1 – 7, choose the best answer from the four choices marked A, B, C and D. For questions 8 – 10, complete the sentences with the information given in the passage.



Passage One

How My Assistant Saved the Day

In May 2008, I started Urban Planet Mobile, which provides English language lessons over cellphones. Our customers include people whose first language is Mandarin, Hindi, Japanese, Thai, Arabic or Bengali, among others. In the United States, we offer test preparation over cellphones, and other companies hire us to offer health tips and so forth by phone.

The first person I hired was an executive assistant, Chrissy, to take care of billing and travel arrangements, and to schedule interviews with website developers, voice actors and contract employees. I also asked her to research possible markets for our product. There's an awful lot to do in starting a company. I thought that if I hired someone who could handle the details and the chaos, I could go faster.



People who employ assistants become spoiled. You become accustomed to being able to ask, “Can you do a spreadsheet on X? Can you book me a flight to Y?”

When I worked in a sales organization, I hired my own assistant and paid her out of my own pocket. I couldn't keep up with the paperwork and still perform at the level I wanted to. I'm high-energy and generate a long to-do list, so I need someone detail-oriented to keep it all organized.

Six months after I started the company, the financial crisis hit and my funders pulled out. I had to pull back financially and try to cut costs. I asked employees if they wanted to go part-time for a while before I was forced to lay them off. At our peak, we had 10 employees, including my wife, Catherine, who is my founding partner and our editor. We had thought we'd have to lay off everyone but the two of us, but we were able to keep two others.

Chrissy stayed for 30 days and then found another job. Suddenly, I had to do everything she had been doing. The business had slowed because of the economy, so there were fewer administrative tasks. But without Chrissy, we had to stop researching markets. We focused on shorter-term results. I did everything I could to be as efficient as possible, using QuickBooks for accounting and a contact management database. I also bought online backup so I didn't have to back up files manually.

Not all managerial jobs require an assistant, and not everyone can delegate. But for a manager who has too much to do and is comfortable delegating, hiring an assistant can change his or her life. A friend of mine had the same assistant for 10 years. Managers seem to have the best results when they respect the position. It is not an entry-level job; assistants have valued skill sets.

An assistant can be a lifesaver in a crisis. After Chrissy left, my travel bag was stolen four days before I was to leave for China. It contained my laptop, my passport and my visa. I got an older computer and restored my files from backup, and I flew to San Francisco to get a new passport and



visa in a day. But if I'd had an assistant at the time, he or she would have gone into emergency mode to help, and I could have put together information sheets and press kits.

Chrissy would have also remembered to pack our company banner for the trade show we were attending in Asia. Since I had forgotten to pack it, when I arrived in China I had to ask a guy who sublet office space from us to ship it, and he sent it to the wrong place. I had to have another one made and have it sent by express mail.

I'm doing the filing now, and I haven't filed anything since the holidays. Before that, I hadn't done it since July. I know where everything is now, but I spend an awful lot of time even deciding what to file, scan or shred. At times it can be frustrating, and some nights I get just a few hours of sleep.

The only upside I've found in not having an assistant is that because I now handle every task, I know immediately where every penny goes. I checked expenses before, but I'm now more aware of what I'm spending, and I cut costs where I can. Once I saw how much it was costing to supply employees with bottled water and soda, for example, I asked them to buy their own.

In November, my chief technology officer and I went to Bangkok, Jakarta and Hong Kong, then back to the United States. The airfare cost \$3,700 for both of us, and I made all the arrangements. I was so proud of myself, especially for getting such a good price. I've learned that I can manage on my own if I have to, and I actually like the challenges.

So I'm torn. I've been going through the motions of hiring an executive assistant for a year and a half now. We're up to 12 employees, though that includes some part-time and contract workers. I really want another assistant, but every time I think of spending that money, I decide to pour it back into the business. One minute I'm frazzled and say I can't do all the work by myself anymore. The next minute I'm fine.

Recently, I hired someone for two days a week, but she works for others in the company, too. In two days, she leveled our piles of papers,



organized our receipts and set up recycling stations. I could really get used to this again.

(January 22, 2011, from *The New York Times*)

1. Which of the following work is unnecessary for Chrissy to do in Urban Planet Mobile?
 - A. To take care of billing and travel arrangements.
 - B. To schedule interviews with website developers.
 - C. To research possible markets for the product.
 - D. To clean the company and keep it tidy.
2. According to the author, starting a company may need _____.
 - A. someone who could manage the details and the chaos
 - B. a lot of money
 - C. a long time
 - D. the support of the state policy
3. Why would the author have to lay off some employees?
 - A. Because he gave up the company.
 - B. Because his company would close down.
 - C. Because some employees weren't fit for their job.
 - D. Because the financial crisis hit and his funders pulled out.
4. Without Chrissy, the company has to _____.
 - A. stop researching the market
 - B. close down
 - C. focus on longer-term results
 - D. hire another executive assistant
5. Which of the following sentences is TRUE according to the passage?
 - A. All managerial jobs demand an assistant.
 - B. Managers should respect the position of assistant.
 - C. An assistant can be a lifesaver in a crisis.
 - D. Both B and C.
6. What was NOT the trouble the author met before his leaving for China?



- A. His laptop was stolen.
 - B. His passport was stolen.
 - C. His visa was stolen.
 - D. His wife sent the company banner to the wrong place.
7. The only upside the author has found in not having an assistant is that _____.
- A. he knows immediately where every penny goes
 - B. he is now more aware of what he is spending
 - C. he offers employees with bottled water and soda all the time
 - D. both A and B
8. The author was proud of himself especially for getting _____.
9. When the author wants to spend money in hiring another assistant, he always decides to _____.
10. Recently, the author hired an assistant who just works _____.



Passage Two

Does Higher Pay Make People More Loyal?

Last spring I exchanged e-mails with Amy Christensen-Waddell, President of Albion Swords, which makes reproduction swords and armor (and I thought my business was niche!). Discussing employee pay, she asked, "If your people are making a lot of money, do you find it makes them more loyal?" I didn't give her an immediate answer, but the question has been in the back of my mind since then. Here's my current thinking:

The desire to be loyal is part of the basic human operating system. The feeling that one is part of something, that one is enmeshed in a web of mutual obligation, is deeply satisfying. People will, given the opportunity, attach themselves to a very wide variety of things: to their families, to their



pets, to their favorite sports team, to their church, to their countries, to their employers, to the products they buy, to just about anything.

As a boss, I see loyalty as one of a variety of ways to get people to perform their jobs. Getting the work done (so you can make money) should be, in the end, the purpose of any company. So you need people to show up and make an effort. How do you get them to do that? First and foremost, you pay them: salaries and benefits. No mystery about it. But how much pay is required to inspire real effort? Or, put another way, can feelings of loyalty be substituted for monetary compensation?

I can think of several situations where this might happen:

When the boss has a lot of charisma, some people just plain inspire loyalty. Other people want to be with them, want to serve them, even when it's not to their benefit. History is full of examples: Julius Caesar, Genghis Khan, Richard the Lion Hearted, Queen Elizabeth. The whole idea of royalty is based on this principle. People volunteered to die for the benefit of these leaders. People like this are still around, and can still inspire followers to sacrifice on their behalf. In our modern business culture, the sacrifice is less than total, but think of all the unpaid interns and apprentices, or the ill-used production assistants, all circling the charismatic likes moths around a flame.

When the organization is prestigious. People will give up some income if they can brag to others about where they work. When I was installing work at the New York jets training facility, the swagger of even the janitor was apparent. I have no idea if the pay was good or bad, but clearly the opportunity to be a part of the team was inspiring.

When the work itself is inspiring, volunteer organizations are all about this. They balance people's desire to accomplish a goal against monetary compensation. There are plenty of for-profits that work this way, too. Lots of artisan companies, or companies that work in a particular place or with a particular product (horses, for instance). People will give up some wages in order to do something they like or think is important.



These are clearly situations where loyalty is going to be part of the package. But what about for the rest of us, for the unglamorous companies with mundane work, for the bosses with feet of clay? We're going to have to think of loyalty differently. We're going to have to buy it—by which I mean providing a package of pay, benefits, and workplace atmosphere that's good enough that our employees can't easily find better pastures. And, frankly, when things go wrong, we're not going to be able to count on loyalty to accomplish much, or for very long. Stop paying your workers, and see how long they stick around.

As a boss, I have had long periods of mismanaging my company. My employees have stayed with me, and I don't think it's because I'm particularly charismatic. The work is of an interesting nature, but after a few years of doing the same thing, how interesting is any job? I think that they still work for me because I have always paid them well and on time. I believe that a sufficient-to-generous pay package is the best way to ensure that people stick around. It's the responsibility of the boss to run the business so that you can afford this.

Unfortunately, for many years I was paying my people more than I could afford, and more than they could find elsewhere. Making that payroll was often excruciating. My employees were very happy with their paychecks, but the high costs were bleeding the company white. I cut wages by 20 percent in 2008 and partially restored them in 2009. Through all of that, I had no defections. My conclusion: I was paying more than I needed to.

There's got to be a sweet spot in the middle where you pay enough to prevent defections but no more. Additional wages and benefits, beyond your employee's next best choice, are paying extra for something you have already bought.

So to get back to the original question, as to whether higher pay makes employees more loyal, I would say: If you remove reasons for people to leave, you are more likely to have a stable workforce. As soon as the



package of pay and benefits that you offer exceeds the next best alternative, what you have bought is functionally identical to loyalty.

How do the rest of you think about loyalty for small-business bosses? Is appealing to loyalty part of your management toolkit? Do you explicitly count on loyalty, as opposed to pay, to prevent turnover? And is there anyone who's willing to admit that you don't care about staff retention and find that keeping wages low, even with the cost of turnover, is more profitable than buying loyalty?

(January 22, 2011, from *The New York Times*)

- Given the opportunity, people will be loyal to _____.
A. their families B. their favorite sports team
C. their employers D. all of the above
- According to the passage, people will not care the pay or benefits when _____.
A. the boss has a lot of charisma
B. the organization is prestigious
C. the work itself is inspiring
D. all of the above
- Why will people rather give up some income to work at a prestigious organization?
A. Because they can brag to others about where they work.
B. Because there are more good opportunities to be promoted.
C. Because they can meet a lot of famous people.
D. Because they work for a shorter time.
- The underlined phrase "count on" in Paragraph 8 can be replaced by "_____".
A. depend on B. trust
C. break D. disapprove
- As a boss, the author thinks his employees are still with him mostly for the reason that _____.



- A. he is very charismatic
 - B. the employees are interested in the work
 - C. the workplace atmosphere is good enough
 - D. he has always paid them well and on time
6. What happened after the author cut wages by 20% in 2008?
- A. Some employees gave up the job.
 - B. He partially restored the wages the next year.
 - C. All the employees held a strike.
 - D. The company closed down.
7. We can learn from the passage that _____.
- A. employees' loyalty is very important to a company
 - B. less employees have a quality of loyalty
 - C. only high pay can make people loyal
 - D. being loyal is more important than being honest
8. Additional wages and benefits, beyond your employee's _____, are paying extra for something you have already bought.
9. You are probable to _____ if you remove reasons for people to leave.
10. For small-business bosses, buying loyalty is _____.



Passage Three

Tearing Down All the Silos in a Company

This interview with F. Mark Gumz, President and CEO of the Olympus Corporation of the Americas, was conducted and condensed by Adam Bryant.

- Q.** What were some important early leadership lessons for you?
- A.** I was a humanities graduate with a major in English literature. I had



never taken a business class. And I got a job early on with a great company, G. E. I was in sales, which I felt very comfortable in because I had been writing papers in college. I had to develop a thesis statement, and I had to prove that thesis. And depending on how well I did it, I got a certain grade. So I was confident that I could sell, and I was confident I could have conviction about what I was selling.

And so my boss said, “That’s good. But let me give you a few tips.” He said, “No. 1, don’t make any promises you can’t keep. No. 2, keep every promise that you make. No. 3, if you don’t know the answer, say you don’t know the answer. People will accept that you don’t know the answer. But what they can’t accept is if you tell them something that’s wrong, because they’re going to act on that. And then if you have to come back later with a different answer, you’ll lose credibility.”

“And the other thing is, get back to me. If you say you’re going to get back to me with an answer, make sure you get back. If you do all those things, you’ll be successful.”

And off I went. I felt empowered by that, because they were very simple lessons, and I’ve never forgotten them.

Q. Who were some other big influences?

A. During the period that I had my own consulting business, I had some incredibly interesting partners who taught me a great deal about patience. I had been told something earlier in my career about this. I had a Japanese boss at Marubeni who said, “You think so quickly. Don’t blurt out the answer. Think twice about it. Reason it out. Because there’s a high likelihood you’re still going to come out with the answer before the other people. But if you do it too quickly, it looks like you didn’t think.”

Of course, I didn’t really listen to him that well. But years later, I’m in Korea, and I’m now in my 30s, so I’ve settled down a bit. And a business partner there said to me, “You know, Mark, there’s a certain amount of time that has to pass in any situation. And you can’t hurry time. You want things to conclude sooner than they can possibly conclude. You’ve just got