

Multifunctional English
for Graduate Students

◆ 邹春荣 王幼丽 主编

多功能 研究生英语 教程



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多功能研究生英语教程

主编	邹春荣	王幼丽
审校	王正琪	
编者	官志红	吴娟
	罗敏莉	梁琦秋
	陈典港	

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前 言

根据教育部非英语专业研究生英语教学大纲总则的要求,“研究生英语教学”是为了使学生掌握英语这门工具,进行本专业的学习、研究与国际交流,为我国的社会主义建设服务。在教学中要坚持从实际出发、学以致用原则,培养和提高研究生运用英语的能力。我们在总结多年的研究生英语教学的基础上,结合学生实际水平和要求编写了《多功能研究生英语教程》的这一教材。

本教材文章均选自近年来英美各大报纸、杂志,其内容丰富、涉猎广泛,全面深刻地反映了当今西方社会政治、科学、文化等方面的最新状况。

《多功能研究生英语教程》中的部分文章已在教学中试用,学生反应良好。学生通过学习,大大地提高了英语学习兴趣,他们赞扬这些文章语言结构严谨、知识面广、可读性强,读后不仅提高了英语水平,而且丰富了各方面的知识。

《多功能研究生英语教程》由十六个单元构成,每个单元分四个部分,可供学生使用一年,计 130 课时。该教程的特点是注重学生读、写能力的培养,每单元配有翻译技巧或写作技巧的介绍及练习。学生通过该教材的使用,可以全面提高英语应用水平。

课文注解翔实、词汇丰富、分析透彻、选文精粹。本书既适用于非英语专业的研究生,也可供各类具有一定英语基础的英语爱好者提高英语水平之用。

本书在编写过程中得到澳大利亚籍教师、语言专家 William Clife 的指点 and 关心,在此对他表示衷心的感谢。

编 者

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Warming-up Activities

1. Comparing with the traditional way of being assigned to work units, do you think it's a great progress that people seek jobs by themselves in the job market? Give reasons.
2. In choosing an ideal job, what do you think is the most important thing: salary, job satisfaction, status, easy work...?

Text

1

Making the Best of a Good Job

By Peter Baker

Today's applicants need to run the gauntlet of modern interview techniques.

Para 1 If your last job interview took place five or more years ago, you could be in for some big surprises when you reenter the employment market. Interviews are now much less likely to take the form of a cosy fireside chat. Neither, at the other extreme, should you expect an intimidating interrogation supposedly designed to test your ability to cope with stress. These traditional approaches have gone the way of tea trolleys and two-hour lunch-breaks.

Para 2 As lean modern companies have learned the costs of making bad appointments, interviews have become part of a multilayered quasi-scientific selection process, and are increasingly likely to be conducted by managers trained in complex psychological techniques. They are also becoming high tech: before too long, candidates can expect many interview panels to include at

least one member who participates by means of video conferencing technology from another site or even overseas.

Para 3 One thing has not changed. It is still unusual to get a job without a face-to-face encounter with your boss-to-be. Interviews are used by 75 per cent of companies for every category of staff they employ. The same proportion of firms believe that, of all the selection tools available, interviews have the most influence on their appointment decisions.

Para 4 But these days you cannot rely just on your skills as an interviewee to get the job you want. There is a good chance that you will have to start proving yourself well before you reach the interview room.

Para 5 A recent analysis of recruitment methods by the Institute of Personnel and Development found that 61 per cent of firms also used aptitude tests, 43 per cent sent out personality questionnaires and 30 per cent evaluated potential staff at assessment centers. Professional and managerial staff are especially likely to be put through a wide range of selection techniques before they reach the final interview with the employer.

Para 6 “By the time you’ve reached this stage, you are 90 per cent there in terms of an acceptance by the employer that you can do the job,” says Bill Robbins, director of the senior executive center at Drake Beam Morin.

Para 7 “Although you may be tested further on the skills and experience the company thinks are especially important, the interview is likely to focus more on your motivation for the job and how well you will fit into the organization and its culture.”

Para 8 Selection panels are now putting increasing effort into probing candidates’ inner values to see whether they match those of the company. Your values could even be assessed by psychological tests conducted during the interview itself.

Para 9 A test devised by occupational psychology consultancy Criterion Partnership requires candidates to select, rank and then discuss cards containing value-reflection headings or statements such as “money and status”, “opportunity to make independent decisions” and “I need approval in work”.

Para 10 Criterion has also developed an interview exercise that assesses candidates by asking them to discuss what they believe to have been the causes of positive

or negative past work experiences. Someone who is inclined to blame themselves for negative events may be judged not to have sufficient emotional stamina to take on a job dealing with customer complaints, for example.



Para 11 In today's job marketplace, you can expect the interview to be a "structured" event—each candidate will be asked the same predetermined questions—rather than a process guided by whatever questions happen to float into the minds of the panel. (This standardization aims to provide a better basis for comparing candidates and reducing bias on the grounds of race or gender.) The IRS survey found that nine out of 10 interviews are now structured, compared with seven out of 10 two years ago.

Para 12 An increasing number of interviews are also "situational". This means that candidates are asked questions such as "What would you do if...?", an approach that lets them provide practical examples of how they would tackle particular situations, whether or not they have had any direct experience of them.

Para 13 Despite their increasing rigour, interviews are generally becoming a lot less formal. Candidates and interviewers are now much more likely to sit on sofas than face each other across a large mahogany table. Fran Minogue of recruitment company Norman Broad Bent believes that selection panels "aim to relax people so they can open up and do as much talking as possible." This new informality also reflects the decreasing importance attached to hierarchy within organizations.

Para 14 The biggest change in the style of interviews will be noticed by senior staff with skills currently in short supply in the labour market. "At this level, interviews are increasingly a conversation between equals," suggests Bill Robbins. "That's a big change."

Para 15 Yet despite all efforts to bring the interview process up to date, employers frequently make the wrong choice. Although the interview remains the centrepiece of organisations' selection procedures, it is in fact a highly unreliable predictor of a candidate's suitability. When Oxford Psychologists Press examined all the evidence, they found that interviewing came third from bottom in a list of eight methods of selection. Only astrology and graphology scored worse.

Para 16 But you would be best advised not to point this out to a potential employer—at least not until you have definitely been offered the job.

New Words

gauntlet [ˈɡɔːntlɪt] *n.* long, thick protective gloves; an invitation to fight, especially when two people's beliefs are opposed 长防护手套; 夹击

cosy [ˈkəʊzi] = cozy *a.* warm, comfortable and protected from unpleasantness 暖和舒适的

intimidate [ɪnˈtɪmɪdeɪt] *vt.* to frighten, especially by making threats 恫吓, 恐吓, 威胁

interrogation [ɪnˌterəˈɡeɪʃən] *n.* question formally for a special purpose, especially for a long time and perhaps with the use of threats or violence 讯问; 审问; 质问

trolley [ˈtrɒli] *n.* BrE. A small table on very small wheels, from which food and drinks are served; a low two-wheeled or four-wheeled cart or vehicle, especially one pushed by hand (装有脚轮送食物等的) 小车, 台车; (超市、机场等的) 手推车

multilayered [ˈmʌltɪˌleɪəd] *a.* having many layers 多层的

panel [ˈpænəl] *n.* a group of people with special skills who are chosen to perform a particular service; a list of names of people chosen to form a Jury 专门小组, 评判小组; 陪审员名单

recruitment [rɪˈkrʊːtmənt] *n.* finding in order to employ, getting the services of; finding suitable people for employers who need new workers 招聘; 吸收(新成员); 征募(新兵)

managerial [ˌmænəˈdʒɪəriəl] *a.* of or concerning a manager or management 经理的; 管理人的; 管理上的; 经营上的

probe [prəʊb] *vt. & vi.* to search or examine 探查; 探索; 查究

stamina [ˈstæmɪnə] *n.* the strength of body or mind to fight tiredness, discouragement, or illness 持久力, 耐力; 精力

bias [ˈbaɪəs] *n.* a tendency to be in favour of or against something or someone without knowing enough to be able to judge fairly; a tendency of mind 偏见; 偏心; 偏袒; 倾向

rigour [ˈrɪɡə] *n.* firmness or severity; lack of pity; severe conditions 严格; 苛刻; 严厉; 严峻

mahogany [mə'hɔ:gəni] *n.* (the color of) a dark reddish wood used for making fine furniture 红木,桃花心木

hierarchy ['haiəri:ki] *n.* a system by which the members of an organization are grouped and arranged according to higher and lower ranks, especially official ranks 等级制度

centrepiece ['sentəpi:s] *n.* the most noticeable, attractive or important part of a large whole 引人注意的事物;最重要的东西

astrology [ə'strɒlədʒi] *n.* the art of understanding the supposed influence of the sun, moon, stars, and planets on events and on people's character 占星术

graphology [græ'fɒlədʒi] *n.* the study of handwriting as a guide to character 笔迹学;图解法



Phrases and Expressions

run the gauntlet: to suffer or experience (attack, blame, danger, etc.) 受夹攻, 受攻击

be in for: to be likely to be; to be likely to get into 免不了遭受

take the form of: shows itself as 表现为...的形式

put through: make somebody do or suffer 使经受

on the grounds of: a reason or justification; the facts or conditions that provide a base for an action or feeling 以...为理由;以...为借口

5

Notes on the Text

The Institute of Personnel and Development (Para 5): 人才开发学会

The senior executive center (Para 6): 高级行政中心

Criterion Partnership (Para 9) 标准合股公司

The IRS (Para 11): the Industrial Relation Services 工业关系服务中心

Oxford Psychologists Press (Para 15): 牛津心理学家出版社

Exercises

Comprehension

Answer the following questions in your own words according to the article.

1. What is the traditional job interview like?
2. In “As lean modern companies have learned the costs of making bad appointments,” (Para 2) what does the word “lean” mean? Why does the author use this word to describe modern companies?
3. In modern employment market, interviews are very different from what they were several years ago, but only one thing has not changed. What is it?
4. What will probably happen to the candidates before they reach the final interview with the employer?
5. What does the sentence “By the time you’ve reached this stage, you are 90 per cent there in terms of an acceptance by the employer that you can do the job,” (Para 6) mean?
6. “. . . , the interview is likely to focus on your motivation for the job and how well you will fit into the organization and its culture.” (Para 7) Why will the interview focus on these two points?
7. According to the text, how do the companies to probe candidates’ inner values?
8. “In today’s job marketplace, you can expect the interview to be a structured event. . .” (Para 11) What does “structured” refer to? Do you prefer a interview which is structured or one which is guided by whatever questions happen to float into the minds of the panel?
9. According to the passage, why “Candidates and interviewers are now much more likely to sit on sofas than face each other across a large mahogany table” (Para 13)?
10. Why does the author say “the interview is in fact a highly unreliable predictor of a candidate’s suitability” (Para 15)?

Vocabulary and Structure

A In each item, choose one word that best keeps the meaning of the sentence if it is substituted for the underlined word.

1. He has a bias against the plan.
A. blemish B. lean C. benevolence D. birth
2. He will by no means surrender to threat.
A. intimacy B. intimation C. intimidation D. intuition
3. A group of experts gave its opinion on ways to solve the traffic problem.

- A. paddle B. panel C. pang D. panic
4. I doubt that she has the strength to run the full distance of the marathon race.
A. stalemate B. stigma C. enigma D. stamina
5. The idea was first suggested before the war.
A. flopped B. flied C. floated D. flighted
6. She tried to examine my mind and discover what I was thinking.
A. probe B. prove C. provide D. promise
7. He deserves to be punished with the full severity of the law.
A. regard B. reform C. rigour D. return
8. The voters fall into three main parts: Republicans, Democrats, and “Don’t knows”.
A. captains B. categories C. capitals D. catastrophes



B Choose a word or a phrase from the indicated paragraph of the text to fill in each of the following blanks. Change the word form where necessary.

1. She was faced to run a _____ (subtitle) of some 300 jeering demonstrators.
2. They tried to _____ (Para 1) him into doing what they wanted.
3. We are having difficulties in _____ (Para 5) well-qualified staff.
4. He _____ (Para 8) the mud with a stick, looking for the ring he had dropped.
5. You need great _____ (Para 10) to run the 10,000 meters.
6. They complained of _____ (Para 11) in the way the news media reported the story.
7. It was decided to _____ (Para 11) the pound because having a fixed value was damaging exports.
8. The expedition suffered all the _____ (Para 13) of a Canadian winter.
9. These tax cuts are the _____ (Para 15) of their economic programme.
10. _____ (Para 15) is not considered to be a proper science, and is not taken seriously by most people.

C Error detection and correction.

1. Each culture has its own distinctive ways of seeing, feeling, thinking, believ-

A

B

ing, and just like_C no two humans are identical in all respects, so no two cultures_D are identical in all respects.

2. When a post office handles large quantities_A of mail daily, it is essential that mechanical methods are used to maintain_B production and insure prompt_D delivery of the mails.
3. Thirteen hundred_A medical professionals, all of which_B have been trained to treat drug dependency, attended_C the annual convention sponsored_D by a society.
4. It is the interaction between_A people, rather than_B the events that occur in their lives that are_C the main focus of_D social psychology.
5. Electronic_A mail to describe an upcoming workshop should use_B only if_C potential participants use this form of communication regularly_D.
6. Not only in obvious situations such as_A wars and revolutions enemies_B are necessary and very useful as a way to focus_C the attention and energy of our friends and followers, but in our every day activities as well_D.
7. According to Maxwell Maltz, our successes and failures_A depend largely_B on our own conception of ourselves, namely, how do_C we see ourselves_D.
8. After teaching_A in Nanchang University for over five years, I come_B to realize that even if_C political and economic barriers are overcome_D, a major hurdle remains—culture!
9. Although the police are_A given considerable authority by society to enforce its_B laws, they get a relatively low salary as compared with that_C of other groups which have much fewer_D authority.
10. Edgar Allan Poe, an_A American author and literary critic_B, was perhaps the first important writer analyzing_C short stories as_D a distinct literary form.

D Choose an appropriate word from the following list to fill in each of the following

blanks. Each word can be used only once. Change the word form where necessary.

ambition approach because by confidence evaluate every
interview little nervous offer on prepare quality role sell
skill to turn work



Interview Preparation

The job interview is the moment of truth in job hunting. In addition to how the interviewer sees your qualifications and personal 1, much will depend on how they 2 your interview performance in general. Therefore, it is helpful to consider it a performance or a game whose goal is to sell the interviewer 3 the idea that you are the best person for the job.

Most people take a passive approach 4 an interview, answering whatever questions they are asked to the best of their ability. A better 5 is to take control and give the interviewer what you want to give, not necessarily what they are trying to find out; inspire confidence—to give the interviewer 6 reason to believe that you can handle the job for which you are being considered and 7 reason to believe you can't. You do this with more than the answers you provide. Confidence is also inspired 8 the way you look, the enthusiasm, energy, confidence, personal ability and 9 you show or don't show.

9

The main reason most candidates do not get the job is that they don't inspire 10. They don't lose out 11 they don't have the qualifications to do the job but because their confidence in their ability to do the job didn't come through in the interview. They didn't 12 themselves well enough. The reason most don't is because they are 13 and feel great pressure to perform. Many people feel like failures and become even more anxious if they don't get an 14 after each interview. This is unrealistic. Most people who get interviewed get 15 down.

Forget about whether you are going to get the job. Just concentrate on the interview and do as many as you can. Interviewing is a 16 that is learned with practice just like any sport or performance. Mentally going over what 17 and what didn't will improve your performance. Preparation is the Key. Practice answering questions and sounding confident. Just like an actor rehearses, you are rehearsing your 18 as a job candidate. It will give you the confidence to take control when it is your turn "on

stage". When you handle the 19 with confidence, the job will take care of itself. As in sports, confidence comes from knowing you are 20. Never go to any interview without doing as much research as possible about the company, institution, etc. Surveys in the U. S. show that lack of familiarity with the company will hurt your chances in as many as 75% of the interviews.

Translation and Writing

A *Translate the following paragraphs into Chinese.*

If your last job interview took place five or more years ago, you could be in for some big surprises when you reenter the employment market. Interviews are now much less likely to take the form of a cosy fireside chat. Neither, at the other extreme, should you expect an intimidating interrogation supposedly designed to test your ability to cope with stress. These traditional approaches have gone the way of tea trolleys and two-hour lunch-breaks.

The chief element which makes work interesting is the exercise of skill. Every man who has acquired some unusual skill enjoys exercising it until it has become a matter of course, or until he can no longer improve himself. This motive to activity begins in early childhood: a boy who can stand on his head becomes reluctant to stand on his feet. A great deal of work gives the same pleasure that is to be derived from games of skill. The work of a lawyer or a politician must contain in a more delightful form a great deal of the same pleasure that is to be derived from playing bridge. Here of course is not only the exercise of skill but the conquering of a skilled opponent. Even where this competitive element is absent, however, the performance of rare skills is agreeable.

B *Translate the following sentences into English.*

1. 这种病的征兆是持续数天的高热和呕吐。(to take the form of)
2. 你的轻率行动使他受了很多苦。(put through)
3. 他总是以身体不好为由而谢绝他们的邀请。(on the grounds of)
4. 她不会说话,但她借着手势让人知道她的愿望。(by means of)
5. 当广告对象没有被确定或没有经过合理的分析时,广告大战获胜的可能性就不大。(chance)
6. 之所以那么多的广告都属于虚假信息,是因为他们在为“雷同产品”做广告,就这些广告而言,市场上几乎所有的牌子都差不多。(fall into the cate-

gory)

7. 像很多涉及到时间管理的问题一样,拖拉是一种行为失调,而只要有足够的动力,所有这类问题都能得到改正。(management, motivation)
8. 有人说用面试这种方法预测求职者是否适用,实际上极不可靠。(predictor)

C Writing.

In the article you have read, the author states that although the interview remains the centerpiece of organizations' selection procedures, it is in fact a highly unreliable predictor of a candidate's suitability. Do you agree or disagree with the statement? Write a short essay about 250 words to express your point of view on this statement.

Reading Practice

Read the following passage and complete the exercise that follows.

Getting the Better Job in Changing Times

When the job description for a regional account manager was posted on the bulletin board at AKZO-Sikkens, an automotive paint manufacturer in Atlanta, wholesale account manager Paul Flora could feel his mouth water. Whoever got that job, he realized, would have plenty of challenges, make more money and be poised to climb the company ladder.

At first, Flora counted himself out because he had been promoted less than a year before. But then he decided to discuss the opening with his boss anyway. "I know I could do that job," he said confidently. "But I've only been with you for nine months. Would you mind if I left?"

A decade earlier, Flora would have been labeled brash for even broaching the subject of another promotion. But the rules that govern how employees advance are changing. Today, global competition and lean company budgets have made employers value pluck over obsequiousness. Flora's boss urged him to apply, and Flora got the job.

Despite the uncertain economic climate, legions of employees like Flora are getting promotions. How? They know that the days when a promotion automatically followed a job well-done or a boss adroitly flattered are gone. Today, people advance because they can accomplish more for the company in their new job than in their old one.

If you are in a sluggish field, you may need to pursue a job with a different employ-



er. “Traditionally, we’ve viewed promotions as movement that occurs within a firm,” says William Morin, CEO of the management consulting firm Drake Beam Morin, Inc. “But now the term means any job change that helps us reach our career goals, either inside or outside our current companies.”

Whether or not you decide to stay with your present employer, the following seven steps should help you advance in your career.

1. Talk up your goals. “If you want to move up, you have to let management know you’re interested,” says Wilmette, Ill., career strategist Marilyn Moats Kennedy. “Talk about your goals. Identify what you can do.”

After two years as a client service manager for IDS Financial Services in Minneapolis, Lisa Griebel was tapped to succeed her boss as client-service staff manager. But she didn’t get the juiciest part of the job—developing educational materials for new clients. That task went to Griebel’s new boss.

He didn’t have time to create the materials himself, however, so Griebel took matters into her hands. “I’m creative; I’ve got design and writing experience,” she told him. “Let me show you what I can do.” In three months, she finished the job, and IDS’ clients loved the result. Soon Griebel got a promotion to vice president of her department.

2. Do the next job up. Talking about goals may get you noticed, but you still need to prove yourself. As many able employees stuck in the same job for years will testify, just doing a good job isn’t the answer. Instead, advises Adele Scheele, a New York career strategist, “you should focus on doing that next job.”

Five years ago, after her boss resigned, Barbara Gorkis, a personnel manager at Baker & Taylor, an audio and video computer software distributor in Chicago, got some tough, on-the-spot training for the next job up. Gorkis was left to tend to sagging morale among the employees, who felt ignored because the company’s manager had just moved to new offices miles from the warehouse. Gorkis’ first move was to relocate her office back to the warehouse. Next she retrained warehouse supervisors to act as trouble-shooters and handle all employee concerns.

“Dealing with the situation was a milestone in my career,” Gorkis says. Because she handled it so well, she was quickly promoted. Today, three more promotions later, she is the vice president for human resources at a California subsidiary.

Gorkis had to assume her boss’s responsibilities. But you don’t have to wait for a