

McKinsey Quarterly

Volume

Great Reading
Materials!
The Latest!

主编 北京外国语大学
江涛 肖敏



考研英语阅读题源 III 麦肯锡季刊 分册

第I辑、
第II辑，
连续40个月位居
全国畅销书
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前言

Preface

又到一年考研时，考研阅读一直是同学们苦练的项目。相信很多同学都知道，突破考研英语，除了背单词、做真题以外，扩大阅读量也是个很好的方法。和所有的英语考试一样，考研英语中阅读题的分值最大。而通过阅读英语文章来学习，除了可以提高阅读能力外，还可以更高效地记忆单词、培养语感、提高写作能力，进而从整体上提高你的英语水平。

扩大阅读量十分重要，而对阅读材料的选择也不容忽视。如果对历年考研真题阅读理解文章的来源进行整理，你会发现，其来源选择是有规律可循的。阅读文章大多节选自国外著名的期刊杂志，除了我们先前出版过的*The Economist*《经济学家》、*The New York Times*《纽约时报》、*Newsweek*《新闻周刊》、*TIME*《时代周刊》之外，我们发现近六年的考研阅读题源逐渐向其他的报刊杂志延伸，如*McKinsey Quarterly*《麦肯锡季刊》、*Scientific American*《科学美国人》、*Commentary Magazine*《评论杂志》、*Science*《科学》、*U.S. News & World Report*《美国新闻与世界报道》、*Business Week*《商业周刊》等。这些报刊杂志中的文章（一般对原文进行了节选或者修改）频繁出现于近几年的考研英语试卷中，而且所占比例超过55%。

报刊杂志 \ 年份	2011	2010	2009	2008	2007	2006
<i>McKinsey Quarterly</i>	Part A Text 3	Part B	Part A Text 3			
<i>Commentary Magazine</i>	Part A Text 1	Part A Text 1				
<i>Scientific American</i>			Part A Text 2	Part A Text 3	Part A Text 2	
<i>Business Week</i>	Part A Text 2	Part A Text 2				
<i>U.S. News & World Report</i>				Part A		
<i>Science</i>						Part A

掌握这一规律对于复习考研英语阅读至关重要。与其将大把时间浪费在其他英语阅读上，何不直接从考研英语阅读的题源中进行发掘呢？从难度、篇幅或是文章的风格、选材来讲，还有什么英语阅读材料比英语考题的题源更接近英语考题本身呢？

我们的《考研英语阅读题源》I自2008年初出版以来，得到了诸多好评，随即在全国掀起了一股考研英语题源热。紧接着我们又精心打造了《考研英语阅读题源》II，为考研学子的英语阅读复习进一步缩小了范围。现在，基于名师对考研英语趋势的高度把握以及预测的高度准确性，我们特此推出《考研英语阅读题源》III，其中包括：《考研英语阅读题源III *McKinsey Quarterly*》、《考研英语阅读题源III *Science, Commentary Magazine, U.S. News & World Report*》、《考研英语阅读题源III *Scientific American*》和《考研英语阅读题源III *Business Week*》，以帮助同学们更好地把握考研英语阅读的方向。

第三套《考研英语阅读题源》在选文上做到了去粗取精，紧跟考研英语阅读命题的趋势，主要着眼于近几年的*McKinsey Quarterly*《麦肯锡季刊》、*Scientific American*《科学美国人》、*Commentary Magazine*《评论杂志》、*Science*《科学》、*U.S. News & World Report*《美国新闻与世界报道》、*Business Week*《商业周刊》这几本国外优秀杂志，从中精选出符合考研英语阅读题型的文章，并收录了近年来从这几本报刊中节选后的考研

英语阅读真题。这套书根据考研英语阅读真题的题材类型，从各个层面选择文章，分为社会类、文教类、经济类、科技类和健康类五大类，如果某类正好有近几年出现过的考研英语阅读真题原文，我们便把真题原文放在这一类的最前面，以让考研考生熟悉这类报刊或杂志的背景、题材、文字风格，做到知己知彼，百战百胜。

每篇题源文章都由以下三个板块组成：

题源文选：原汁原味、内容详实的英语报刊文摘。风格、内容、难易程度方面均与考研英语阅读真题相近。为了保证文章原汁原味的基础上更好地体现考研英语阅读的特色，编者特节选了结构和内容相对完整、篇幅与考研阅读文章相当的部分作为重点段落（即铺底部分），便于考生有重点地阅读。

词汇注解：该部分列出了文章中需考生掌握的重点单词和超纲单词。重点单词部分列出了文中出现的考研大纲中所包含的词汇，后面附有音标、文中释义及大纲全义，在原文中以粗体加色标出，帮助考生在阅读的同时更全面地掌握重点单词，并通过对单词的理解更好地进行阅读。超纲单词部分则列出了文中出现的不属于大纲考查范围的生词，在原文中以斜体加色标出，帮助考生扩展词汇量，排除阅读中的障碍。

重点段落译文：针对原文中的重点段落，提供精准的译文，为考生理解文章提供借鉴。

这本分册的文章主要选自2009年、2010年和2011年的*McKinsey Quarterly*《麦肯锡季刊》。

最后衷心希望这套《考研英语阅读题源》III能助考研考生一臂之力。
谨祝考研成功！

编者

2012年1月



001 Social Class 社会类

Passage One	Promoting Energy Efficiency in the Developing World	2
Passage Two	Next-Generation Water Policy for Businesses and Government	8
Passage Three	India's High-Stakes Urban Challenge	14
Passage Four	Unlocking the Elusive Potential of Social Networks	18
Passage Five	US Energy Savings: Opportunities and Challenges	24
Passage Six	Confronting South Africa's Water Challenge	30
Passage Seven	Older, Smarter, More Value Conscious: the French Consumer Transformation	37
Passage Eight	Understanding Online Shoppers in Europe	42
Passage Nine	Helping Africans to Jump-start Their Industries ...	48
Passage Ten	A Glimmer of Hope for Newspapers	54

059 Culture and Education 文教类

Passage One	Educating Global Workers [2009年真题Part A, Text 3]	60
Passage Two	The Economic Cost of the US Education Gap ...	65
Passage Three	Attracting and Retaining Top Talent in US Teaching ...	71
Passage Four	How Global Organizations Develop Local Talent ...	75
Passage Five	Linking Jobs and Education in the Arab World ...	81
Passage Six	Putting a Value on Training	86
Passage Seven	Improving Education in the Gulf	93
Passage Eight	Rethinking Knowledge Work: a Strategic Approach	100
Passage Nine	Getting More from Your Training Programs ...	106
Passage Ten	Upgrading Talent	112

119 Economy 经济类

Passage One	Beyond Paid Media: Marketing's New Vocabulary [2011年真题Part A, Text 3] ...	120
Passage Two	A Wholesale Shift in European Groceries [2010年真题Part B]	125
Passage Three	An Early Warning System for Asset Bubbles ...	130
Passage Four	The Commodity Crunch in Consumer Packaged Goods	136
Passage Five	The Basics of Business-to-Business Sales Success	141
Passage Six	The Right Way to Invest in Infrastructure	146

Passage Seven	How Women Can Contribute More to the US Economy	153
Passage Eight	Seven Priorities for the UK Economy.....	157
Passage Nine	Global Forces: an Introduction	162
Passage Ten	Inside the US Stimulus Program: Implications for Three Industries	168

175 Science and Technology 科技类

Passage One	The Fast Lane to the Adoption of Electric Cars ...	176
Passage Two	A New Segmentation for Electric Vehicles	182
Passage Three	Riding Asia's Digital Tiger	187
Passage Four	How New Internet Standards Will Finally Deliver a Mobile Revolution	193
Passage Five	Consumer Electronics Gets Back to Basics ...	199
Passage Six	Using IT to Enable a Lean Transformation ...	205
Passage Seven	When Job Seekers Invade Facebook	212
Passage Eight	The Cost of Going Global for China's High-tech Companies	217
Passage Nine	Managing Beyond Web 2.0	222
Passage Ten	China's Internet Obsession	228

233 Health 健康类

Passage One	How Health Care Costs Contribute to Income Disparity in the United States	234
-------------	--	-----

Passage Two	A better Way to Speed the Adoption of Vaccines ...	239
Passage Three	What Consumers Want in Health Care	245
Passage Four	The Missed Opportunity for US Health Insurers	251
Passage Five	How Private Health Care Can Help Africa	256
Passage Six	What Employers Think About Consumer-Directed Health Plans	262
Passage Seven	A Healthier Health Care System for the United Kingdom	268
Passage Eight	Getting Patients to Take Their Medicine.....	274
Passage Nine	Maximizing Efficiency in Pharma Operations ...	280
Passage Ten	How to Design a Successful Disease-Management Program	285

Passage One

题源
文选

From McKinsey Quarterly
By Diana Farrell and Jaana Remes
February, 2009

Promoting Energy Efficiency in the Developing World

Big gains await developing countries if they raise their energy productivity, research by the McKinsey Global Institute (MGI) has found: they could slow the growth of their energy demand by more than half over the next 12 years—to 1.4 percent a year, from 3.4—which would leave demand some 25 percent lower in 2020 than it would otherwise have been. That is a reduction larger than total energy consumption in China today.

Policy makers and businesses in developing regions must not be *deterred* from boosting energy productivity (the **output** they achieve from the energy they consume) because of the present weakening economic environment and falling oil prices; these do not affect the long-term projections in the study. Time is of the **essence**: developing economies will install half or more of the capital stock that will be in place in 2020 between now and then. Every building or industrial plant constructed without *optimal* energy efficiency represents a lost opportunity to lock in lower energy consumption for decades.

Just by using existing technologies that would pay for themselves in future energy savings, consumers and businesses could save some \$600 billion a year by 2020. Companies that pioneer energy efficiency in their

home markets will be well placed to carve out a leading position in the global market for “green” products and services before it matures. Indeed, 65 percent of available positive-return opportunities to boost energy productivity are located in developing regions.

The benefits of higher energy efficiency are achievable with an investment of \$90 billion annually over the next 12 years—only about half of what these economies would otherwise need to spend on their energy supply infrastructure to keep pace with higher consumption. Indeed, because of lower labor costs, the price tag for investing in energy productivity is on average 35 percent lower in developing economies than in advanced ones.

At present, a range of market failures and information barriers discourage developing countries from increasing their energy productivity, even with high energy prices. Capital constraints, particularly for low-income households, are a major hurdle. Consumers also tend to lack the information they need to make the right choices. Many companies, insulated from the true price of energy, have relatively little *incentive* to identify and invest in the *fragmented* energy savings opportunities that are available. And today’s tighter credit markets are squeezing the financing of all investments—even less risky ones, such as those in energy efficiency.

MGI *calculates* that somewhat more than half of the current variation in energy productivity among developing countries can be explained by climate, industry structure, and energy policies. Climatic extremes that require the use of heating and cooling systems unavoidably increase energy consumption in relation to GDP in some regions. Heavy industrialization is a consideration because countries with large manufacturing sectors tend to consume more energy and have lower energy productivity. But for energy policy, there are adjustments that developing countries can make. MGI identifies four *priority areas*.

The first is to reduce energy *subsidies*, as they tend to lower energy productivity. The International Energy Agency (IEA) estimates that in 2005, these subsidies totaled more than \$250 billion a year in developing

countries—more than the annual investment needed to build their electricity supply infrastructure. Protecting the poor from the stress of high energy prices is a legitimate goal. But there are other ways to achieve this and similar welfare goals at a lower cost. For example, in Latin America and elsewhere, governments have tried to reduce poverty by using conditional cash-transfer programs, which can also help compensate low-income households for high energy costs. To ease the transition to more efficient energy use, governments should consider providing finance for upgrades to more efficient equipment and use some of the savings from lower energy consumption to assist poor segments of the population.

Second, governments should provide incentives for utilities to improve energy efficiency and encourage their customers to do the same. Policy options include revenue incentives and certification programs that measure and reward progress toward achieving efficiency targets and also encourage the adoption of technologies such as smart metering that help households better manage their energy use.

Implementing and enforcing energy efficiency standards is a third area for action. Such standards boost production of more efficient appliances and equipment and reduce their cost. Indonesia has recently adopted the UN technical regulation on auto energy efficiency, for example, and Ghana has pioneered standards for household appliances in Africa.

A fourth priority is encouraging public-private partnerships, such as collaborations between governments, energy service companies, utilities, and mortgage companies, to finance higher energy efficiency in buildings. China, which manufactures 70 percent of the world's lightbulbs, now has very large subsidies in place to promote the uptake of energy-efficient bulbs.

If developing countries and their businesses seize the initiative on energy productivity, they will cut their energy costs, insulate themselves from future energy shocks, and secure a more sustainable development path—benefits that are all the more desirable given the current global financial turmoil.

备的生产并降低它们的成本。

第四个重点是鼓励公共部门和私营部门之间的伙伴关系，比如政府、能源服务公司、公用事业公司和抵押贷款公司之间的合作，以资助提高建筑物中的能源使用效率。

如果发展中国家及其企业在提高能源生产力上可以抢占先机，他们将削减其能源成本，免受未来的能源危机，开创更加可持续发展的道路——这都是当前全球金融动荡中不可忽视的好处。

Passage Two

题源
文选

From McKinsey Quarterly
By John Briscoe
December, 2009

Next-Generation Water Policy for Businesses and Government

Water insecurity looms as one of the great challenges of the 21st century, and it is one that policy makers and business leaders must face together. Policy makers recognize that certain technologies being developed by leading companies are critical tools for effectively managing *scarce* water supplies. But business leaders must do more to help shape the understanding of how good policies make it possible for technologies to be productive—and how ineffective ones do the *reverse*.

Public-sector leaders and nongovernmental organizations (NGOs) have long dominated the debate on water policy, but within the last five years, a growing number of *progressive* private-sector companies have also started to lend their *perspectives* on how best to effectively manage water. These companies have begun by paying much more attention to the water environment in which they function. As they develop a new generation of water-related technologies, they also increasingly influence a new generation of public policies that stimulate the development and use of these technologies. Here is how a number of them are engaging along both of these dimensions.

One group of companies, including *beverage*, mining, and energy businesses, has found that growing water scarcity constitutes a threat

area to help shape solutions. And as they have, policy leaders have begun to better understand the private-sector's contributions and to **draft** more effective enabling regulations. But more business and policy leaders need to follow the lead of their progressive colleagues. That is how we will secure further development of new technologies and the formulation and implementation of a new generation of water-management policies.

词汇注解

重点单词

scarce /skeəs/	[文中释义]	<i>adj.</i> 稀少的
	[大纲全义]	<i>adj.</i> 缺乏的, 不足的; 稀少的, 罕见的
reverse /ri'veəs/	[文中释义]	<i>adj.</i> 相反的
	[大纲全义]	<i>n.</i> 相反, 反转, 颠倒; 背面, 后面 <i>adj.</i> 相反的, 倒转的 <i>v.</i> 颠倒, 倒转, (使) 倒退
progressive /prə'gresiv/	[文中释义]	<i>adj.</i> 先进的
	[大纲全义]	<i>adj.</i> 进步的, 先进的; 前进的
perspective /pə'spektiv/	[文中释义]	<i>n.</i> 看法
	[大纲全义]	<i>n.</i> 透视画法, 透视图; 远景, 前途; 观点, 看法
license /'laisns/	[文中释义]	<i>n.</i> 许可
	[大纲全义]	<i>n.</i> 许可证, 执照 <i>v.</i> 准许, 认可
formulation /,fɔ:mju'leɪfn/	[文中释义]	<i>n.</i> 规划
	[大纲全义]	<i>n.</i> 公式化; 构想; 规划
implementation /,implimen'teɪfn/	[文中释义]	<i>n.</i> 完成
	[大纲全义]	<i>n.</i> 履行; 成就; 完成
core /kɔ:(r)/	[文中释义]	<i>n.</i> 核心
	[大纲全义]	<i>n.</i> 果核; 中心, 核心