

全国高等教育自学考试指定教材

大学英语自学教程 下册

全国高等教育自学考试指导委员会办公室 组编
高远 主编

TEACH YOURSELF
TEACH YOURSELF

高等教育出版社

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大学英语自学教程

(下册)

全国高等教育自学考试指导委员会办公室组编

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出版前言

编写高等教育自学考试教材是高等教育自学考试工作的一项基本建设。经教育部同意，我们拟有计划、有步骤地组织编写一批高等教育自学考试教材，以满足社会和考试的需要。《大学英语自学教程》是为高等教育自学考试组编的教材。这本教材是根据大学英语自学考试计划，从造就和选拔人才的需要出发，按照教育部颁布的《英语自学考试大纲》的要求，结合自学考试的特点，组织高等院校一些专家学者集体编写而成的。

《大学英语自学教程》是供个人自学、社会助学和国家考试使用的。现经组织专家审定同意予以出版发行。我们相信，随着高教自学考试教材的陆续出版，必将对我国高等教育事业的发展，保证自学考试的质量起到积极的促进作用。

编写高等教育自学考试教材是一种新的尝试，希望得到社会各方面的关怀和支持，使它在使用中不断提高和日臻完善。

全国高等教育自学考试指导委员会

1998年5月

前 言

《大学英语自学教程》是受全国高等教育自学考试指导委员会的委托，根据自学考试指导委员会制订的《英语自学考试大纲》编写的全国统一教材，供完成了中学阶段英语课程的各专业的自学考生使用。

考试大纲规定，大学英语的教学目标是“使学习者能比较熟练地掌握英语基础知识和语言技能，做到具有较好的阅读能力、一定的英译汉能力和初步的听、说、写及汉译英的能力，为获取专业所需要的信息及进一步提高英语水平打下较扎实的基础”。本着上述指导思想并结合自学者学习特点，我们在编写教材时注意了以下几个方面：

1. 起点适当低于目前普通高等学校公共英语课使用的教材。
2. 严格控制每课生词量和生词量增加的梯度。阅读材料难度的增加不是通过生词量的增加，而是通过阅读材料的语法复杂性和思想深度来体现。
3. 提供一定的阅读量，但避免阅读量过大。
4. 重视语法在成年人学习外语中的作用，系统地讲解语法并配以较多的练习。
5. 对阅读材料进行比较详细的注释。注释不仅针对词汇和语法，并且涉及语言难点或难句的翻译。不少注释还附有例句。
6. 从语言结构的角度介绍英译汉的常用方法，比较英语和汉语某些意义表达的异同。
7. 增加英译汉、汉译英、语法分析、填空等练习形式的比重，

减少多项选择练习形式的比重，以提高理解和运用的准确性。考虑到自学者学习条件，教材中暂没有编写听力练习和写作练习。

教材分成上下两册，上册25单元，下册15单元。学完上、下两册教材并通过考试后，可获得14学分。

本书的阅读材料分成A篇(Text A)和B篇(Text B)。上册的阅读材料共29 519词，其中A篇阅读材料13 446词，B篇阅读材料16 073词；下册的阅读材料共22 509词，其中A篇阅读材料10 210词，B篇阅读材料12 299词。B篇阅读材料一般比A篇阅读材料长些，但难度稍低。两种阅读材料的要求不同。对A篇阅读材料要有一定程度的主动掌握，而对B篇阅读材料则只要求理解。

全书共有生词2 343个，其中上册1 428个(A篇阅读材料793个，B篇阅读材料635个)，下册915个(A篇阅读材料490个，B篇阅读材料425个)，再加上中学学过的单词1 600个，共3 943个英语单词。每课都有分课词汇表。A篇阅读材料还有常用词用法介绍(Word Study)。

上册教材系统地讲解英语基本语法知识，共20讲，安排在1~20单元。下册教材则对几个语法难点做补充讲解，共5讲，安排在第1、3、5、7、9单元。下册教材还简要介绍了英译汉的一些基本技巧，也是5讲，安排在11~15单元。

每单元的阅读材料、生词和语法(或翻译知识)都配有专门的练习。三种练习加在一起数量较大，如能认真完成，会有助于学好教材。

每册教材的最后附有该册的生词总表和短语总表。

本教材主编为高远，副主编为李宝琨。编写人员有蔡勇、夏赛花、徐志长、海燕和王振亚。

本教材承蒙北京外国语大学刘润清教授、清华大学程慕胜教授和北京航空航天大学汤德馨教授审定。对他们提出的宝贵修改意

见，我们表示衷心的感谢。

北京航空航天大学王孝杰副教授在计算机软件使用方面给予我们很多帮助。对他的热忱，我们表示由衷的谢意。

我们也十分感谢北京市高等教育自学考试委员会的周轩同志。她对教材的编写原则提供了很好的意见，并为我们了解自学者学习特点和要求提供了方便。

在教材编写过程中，我们还曾得到周欣、李安林、郭浩儒、王海山、范沁、张涛等同志的帮助，谨在此一并致谢。

本书编者诚恳欢迎读者提出改进意见。

编 者

1998年5月

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Unit 1

Text A

• *What Is a Decision?*

A decision is a choice made from among alternative courses of action that are available. The purpose of making a decision is to establish and achieve organizational goals and objectives. The reason for making a decision is that a problem exists, goals or objectives are wrong, or something is standing in the way of accomplishing them.

Thus the decision-making process is fundamental to management. Almost everything a manager does involves decisions, indeed, some suggest that the management process is decision making. Although managers cannot predict the future, many of their decisions require that they consider possible future events. Often managers must make a best guess at what the future will be and try to leave as little as possible to chance, but since uncertainty is always there, risk accompanies decisions. Sometimes the consequences of a poor decision are slight; at other times they are serious.

Choice is the opportunity to select among alternatives. If there is no choice, there is no decision to be made. Decision making is the

process of choosing, and many decisions have a broad range of choice. For example, a student may be able to choose among a number of different courses in order to implement the decision to obtain a college degree. For managers, every decision has constraints based on policies, procedures, laws, precedents, and the like. These constraints exist at all levels of the organization.

Alternatives are the possible courses of action from which choices can be made. If there are no alternatives, there is no choice and, therefore, no decision. If no alternatives are seen, often it means that a thorough job of examining the problems has not been done. For example, managers sometimes treat problems in an either/or fashion; this is their way of simplifying complex problems. But the tendency to simplify blinds them to other alternatives.

At the managerial level, decision making includes limiting alternatives as well as identifying them, and the range is from highly limited to practically unlimited.

Decision makers must have some way of determining which of several alternatives is best — that is, which contributes the most to the achievement of organizational goals. An organizational goal is an end or a state of affairs the organization seeks to reach. Because individuals (and organizations) frequently have different ideas about how to attain the goals, the best choice may depend on who makes the decision. Frequently, departments or units within an organization make decisions that are good for them individually but that are less than optimal for the larger organization. Called suboptimization, this is a trade-off that increases the advantages to one unit or function but decreases the advantages to another unit or function. For example, the *marketing* manager may argue effectively for an increased advertising budget. In the larger scheme of things, however, increased funding for research to improve the products might be more beneficial to the

organization.

These trade-offs occur because there are many objectives that organizations wish to attain simultaneously. Some of these objectives are more important than others, but the order and degree of importance often vary from person to person and from department to department. Different managers define the same problem in different terms. When presented with a common case, sales managers tend to see sales problems, production managers see production problems, and so on.

The ordering and importance of multiple objectives is also based, in part, on the values of the decision maker. Such values are personal; they are hard to understand, even by the individual, because they are so dynamic and complex. In many business situations different people's values about acceptable degrees of risk and profitability cause disagreement about the correctness of decisions.

People often assume that a decision is an isolated phenomenon. But from a systems point of view, problems have multiple causes, and decisions have intended and unintended consequences. An organization is an ongoing entity, and a decision made today may have consequences far into the future. Thus the skilled manager looks toward the future consequences of current decisions.

New Words

organizational [ɔ:gənai'zeiʃənl] *a.*

goal [gəul] *n.*

objective [ɔb'dʒektiv] *n.*

a.

accomplish [ə'kɒmpliʃ] *vt.*

组织(上)的

1.目的, 目标; 2.得分进球,
球门

目标, 目的

1.客观的, 真实的; 2.如实的,
无偏见的

完成(任务等)

predict [pri'dikt] <i>vt. / vi.</i>	预言; 预示
accompany [ə'kʌmpəni] <i>vt.</i>	1. 伴随, 陪同; 2. 为...伴奏
implement ['implimənt] <i>vt.</i>	实现; 完成 (任务等); 履行 (协定、诺言等)
constraint [kən'streint] <i>n.</i>	1. 强制; 2. 强制因素, 制约条件
precedent ['president] <i>n.</i>	先例, 前例
simplify ['simplifai] <i>vt.</i>	简化
tendency ['tendənsi] <i>n.</i>	趋势, 倾向
managerial [,mænə'dʒiəriəl] <i>a.</i>	1. 经理的, 管理人的; 2. 管理上的, 经营上的
maker ['meikə] <i>n.</i>	制造者; 制造商
achievement [ə'tʃi:vmənt] <i>n.</i>	1. 完成, 达到; 2. 成就, 成绩
attain [ə'tein] <i>vt.</i>	达到; 完成
optimal ['ɒptiməl] <i>a.</i>	最适宜的; 最理想的
suboptimization [sʌb,ɒptimai'zeɪʃən] <i>n.</i>	局部最优化 (指使整体目标中的某个选定目标圆满实现)
trade-off ['treɪd ɒf] <i>n.</i>	1. (对不能同时兼顾的因素) 权衡; 2. 物物交换
argue ['ɑ:gju:] <i>vt. / vi.</i>	争辩, 争论, 辩论
<i>vt.</i>	1. 说服; 2. 用辩论证明
budget ['bʌdʒɪt] <i>n.</i>	预算
<i>vt.</i>	1. 把...编入预算; 2. 安排, 预定
scheme [ski:m] <i>n.</i>	计划; 方案
<i>vt. / vi.</i>	计划, 策划
define [di'fain] <i>vt.</i>	1. 解释, 给...下定义; 2. 限定, 规定
multiple ['mʌltipl] <i>a.</i>	多样的, 复合的
<i>n.</i>	倍数
profitability [prɒfɪtə'biliti] <i>n.</i>	赚钱, 获利
correctness [kə'rektnɪs] <i>n.</i>	正确, 正确性

unintended [ˌʌnɪn'tendɪd] <i>a.</i>	非计划中的, 非故意的
ongoing [ˈɒŋɡəʊɪŋ] <i>a.</i>	进行中的, 前进的
entity ['entɪti] <i>n.</i>	1. 存在, 实体; 2. 统一性
skilled [skɪld] <i>a.</i>	熟练的; 有技能的

Phrases and Expressions

in the way	挡路; 碍事
to make a guess at	猜测
and the like	等等, 诸如此类
to seek to	追求, 争取
in part	部分地, 在某种程度上
point of view	观点

Word Study

1. objective

- a.* 1. 客观的, 真实的; 2. 如实的, 无偏见的

We have to accept the objective reality as it is.

我们必须接受客观事实。

The literary critics should be as objective as possible in analysis and judgement.

文学批评家在分析和评价时应尽量不偏不倚。

- n.* 目标, 目的

People work hard to carry out the economic objectives of the Ninth Five-Year Plan.

人们为实现第九个五年规划的经济目标而努力工作。

My objective for the present is to pass the oral exam.

我目前的目标是通过口试。

2. accompany

vt. 1. 伴随, 陪同; 2. 为…伴奏

The singer was accompanied on the piano by his pupil.

演唱者由他的学生担任钢琴伴奏。

The lonely old man is accompanied by his dog.

这位孤独的老人让他的狗作伴。

All orders must be accompanied with cash.

所有的订货单必须随附现金。

3. argue

vt. / vi. 争辩, 争论, 辩论

作不及物动词用时, 后边可以接with, about 或 over (就…争论), for (赞成) 或 against (反对)。

She is always ready to argue over the smallest issues.

她总喜欢为极小的问题进行争论。

He often argues philosophy with James.

他常和詹姆斯讨论哲学。

He argued for immediate action.

他主张立即行动。

They argued against such a policy.

他们反对这种政策。

vt. 1. 说服; 2. 用辨论证明

argue into (out of) doing sth. 说服某人做 (不做) 某事。

I argued him out of going on such a dangerous journey.

我说服他不做这样危险的旅行。

He argued that man was descended from apes.

他论证人类的祖先是猿。

4. define

vt. 1. 解释, 给…下定义; 2. 限定, 规定

Work is defined as the product of a force and the distance through which its point of application moves in the direction of the force.

功的定义是力和力的着力点沿力的方向移动的距离的乘积。

He has defined his position on the issues.

他已表明自己在这些问题上的立场。

Explanatory Notes

1. ...or something is standing *in the way* of accomplishing them. ...或有某种东西妨碍它们的实现。

(stand, get, be) *in the way* 意思是“碍事；妨碍；挡路”。例如：

The chair is *in the way*; move it please. 这把椅子挡路，请把它搬开。

Although he thought he was helping us with the job, he was only *in the way*. 虽然他以为他在帮助我们干这件事，但他只是在碍我们的事。

Her social life got *in the way* of her studies.

她的社交生活妨碍她的学业。

2. ... some suggest that the management process is decision making. ...有人认为管理过程就决策过程。

3. Often managers must make a best guess *at* what the future will be and try to leave *as little as possible* to chance. 通常管理者必须对未来的情况做出最佳的预测，使偶然性尽可能少地发生…

at 表示动作或行为的方向和目标，如：look *at* (看)，aim *at* (瞄准，目的是)，throw (a stone) *at* (向…掷石头)，shoot *at* (射击)，laugh *at* (笑)等。

“as + 形容词（或副词）+ as possible”意思是“尽可能地…；尽量”。

I tried to be *as friendly as possible*. 我尽量地表示友好。

Come *as quickly as possible*. 尽快来。

4. For managers, every decision has constraints based on policies, procedures, laws, precedents, *and the like*. 对管理者来说，每次决策都受到政策、程序、法律、惯例等等因素的制约。