

# 21世纪硕士生英语系列教程

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English Series for  
Postgraduates of  
21st Century

# 泛读

Extensive Reading

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## 上册



哈尔滨工程大学出版社

English Series for Postgraduates of 21st Century

21 世纪硕士生英语系列教程

# Extensive Reading

## 泛 读

### 上册

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哈尔滨工程大学出版社

## 图书在版编目(CIP)数据

21 世纪硕士生英语系列教程. 泛读. 上册/邓志思主编.  
哈尔滨:哈尔滨工程大学出版社,2003  
ISBN 7-81073-395-8

I .2… II .姚… III .英语-阅读教学-研究生-  
教材 IV .H31

中国版本图书馆 CIP 数据核字(2003)第 034182 号

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## 内 容 简 介

《21 世纪硕士生英语系列教程》是为满足硕士生英语教学的需求而编写的。该教程主要以硕士生为主要对象,同时也兼顾其他具有中高级英语程度的读者的需要。

本教程突出实用性,同时又具有科学性和系统性。各分册皆以提高能力为主要目标,同时又注意英语知识、英语国家文化的传播,是读者提高实用英语能力的难得的教材。全套教材分为精读、泛读(上、下册)、写作、听力、测试六个分册。

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哈尔滨工程大学出版社出版发行  
哈尔滨市南通大街145号 哈工程大学11号楼  
发行部电话:(0451)2519328 邮编:150001  
新华书店经销  
黑龙江省地质测绘印制中心印刷厂印刷

\*

开本 787mm×1 092mm 1/16 印张 14.25 字数 349 千字

2003 年 5 月第 1 版 2003 年 5 月第 1 次印刷

印数:1—3 000 册

定价:19.00 元

## 使用说明

本书为《21 世纪硕士生英语系列教程》的《泛读》教程的上册。

本教程编写宗旨是使学生通过大量阅读英语原创文章,以实现《非英语专业研究生英语教学大纲》中关于阅读的要求,即能较顺利地阅读并正确理解有相当难度的文章,并有较快的阅读速度,从而使学生有较强的英语阅读能力。

本教程题材内容力求涉猎广泛,涉及人生哲理、立身谋职、天体运行、文化异同、金融股市、企业管理、人文历史、网上科技等方面。相信这些内容会使学生在学到英语的同时又扩大他们的知识面,启迪他们的新思维。

本教程共计 15 单元。每单元由三部分组成,1. Text;2. Fast Reading;3. Home Reading。为增加学生对 Text 的理解,在 Fast Reading 的选材中,力求与 Text 的内容相关连。

有些课文为使学生带着问题去读,增加了相应的“引子”,以增加学生的阅读兴趣。

每单元三部分文字大约为 4 500~5 500 字,总阅读量约为 70 000 字左右。预计每学期需用 30 课时完成。当然,教师也可视学生的具体情况,有选择地使用。

泛读不同于精读。因此本教程为避免学生边读边查生词,影响阅读速度,一改以往教程的词汇表列于课文前或课文后的做法,将词汇表及注释列于每单元后,以利于学生在阅读中猜词,同时也不影响阅读速度,并在阅读后订正自己的能力。

泛读要求一个“泛”字。某种意义上讲应要求学生独立的广泛阅读。但目前仍需教师给予指导。因此要求学生必须在课前预习,课堂内进行必要的讲解和检查。同时教师也要防止对某些语言现象讲得过细,以免影响总体阅读量。

本教程后附有练习参考答案。供教师及学生参考。

编 者

2003 年 5 月

# CONTENTS

## 目 录

Unit 1	The Key to Management .....	1
Unit 2	Roaming the Cosmos .....	14
Unit 3	The Stalled Revolution .....	29
Unit 4	Anti-Smoking Role Playing .....	41
Unit 5	Revision Time Goes Online .....	57
Unit 6	Food Fight .....	72
Unit 7	Why People Work .....	88
Unit 8	Hunt for a "Spree Killer" .....	105
Unit 9	Boxing-Legalized Murder? .....	119
Unit 10	A New You .....	135
Unit 11	To Love a Woman .....	149
Unit 12	Pictures at a High Price .....	164
Unit 13	Starting a Small Business in Australia .....	178
Unit 14	Oil .....	191
Unit 15	Passport to the Universe .....	204
Key to Exercises .....		217

# Unit 1

## The Key to Management

### 1. Text

*In this world constant changes are a fact of life. How to act in this changing world, then, presents a real challenge for executives of big businesses today. The leader of big company shoulders great responsibilities. Naturally, he wants to be absolutely sure he is doing the right thing. But does it follow that he should never take a chance, that he can afford to delay action until he obtains all the information he needs? A good manager draws on the wisdom of committees. But can committees replace individuals? In the selection, the author, a successful businessman himself, expounds his views on these questions, throwing light on mature management.*

**I**f I had to sum up in one word the qualities that make a good manager, I'd say that it all comes down to decisiveness. You can use the fanciest computers in the world and you can gather all the charts and numbers, but in the end you have to bring all your information together, set up a timetable, and act.

And I don't mean act rashly. In the press, I'm sometimes described as a flamboyant leader and a hip-shooter, a kind of fly-by-the-seat-of-the-pants operator. I may occasionally give that impression, but if that image were really true, I could never have been successful in this business.

Actually, my management style has always been pretty conservative. Whenever I've taken risks, it's been after satisfying myself that the research and the market studies supported my instincts. I may act on my intuition – but only if my hunches are supported by the facts.

Too many managers let themselves get weighed down in their decision-making, especially those with too much education. I once said to Philip Caldwell, who became the top man at Ford after I left: "The trouble with you, Phil, is that you went to Harvard, where they taught you not to take any action until you've got all the facts. You've got ninety-five percent of them, but it's going to take you another six months to get that last five percent. And by the time you do, your facts will be out of date because the market has already changed. That's what life is all about – timing."

A good business leader can't operate that way. It's perfectly natural to want all the facts and to hold out for the research that guarantees a particular program will work. After all, if you're about to send \$300 million on a new product, you want to be absolutely sure you're on the right track.

That's fine in theory, but real life just doesn't work that way. Obviously, you're responsible for gathering as many relevant facts and projections as you possibly can. But at some point you've got to take that leap of faith. First, because even the right decision is wrong if it's made too late. Second, because in most cases there's no such thing as certainty. There are times when even the best manager is like the little boy with the big dog waiting to see where the dog wants to go so he can take him there.

What constitutes enough information for the decision-maker? It's impossible to put a number on it, but clearly when you move ahead with only 50 percent of the facts the odds are stacked against you. If that's the case, you had better be very lucky – or else come up with some terrific hunches. There are times when that kind of gamble is called for, but it's certainly no way to run a railroad.

At the same time, you'll never know 100 percent of what you need. Like many industries these days, the car business is constantly changing. For us in Detroit, the great challenge is always to figure out what's going to appeal to customers three years down the road. I'm writing these words in 1984, and we're already planning our models for 1987 and 1988. Somehow I have to try to predict what's going to sell three and four years from now, even though I can't say with any certainty what the public will want next month.

When you don't have all the facts, you sometimes have to draw on your experience. Whenever I read in a newspaper that Lee Iacocca likes to shoot from the hip, I say to myself: "Well, maybe he's been shooting for so long that by this time he has a pretty good idea of how to hit the target."

To a certain extent, I've been always operated by gut feeling. I like to be in the trenches. I was never one of those guys who could just sit around and strategize endlessly.

But there's a new breed of businessmen, mostly people with M. B. A. 's, who are wary of intuitive decisions. In part, they're right. Normally, intuition is not a good enough basis for making a move. But many of these guys go to the opposite extreme. They seem to think that every business problem can be structured and reduced to a case study. That may be true in school, but in business there has to be somebody around who will say: "Okay, folks, it's time. Be ready to go in one hour." When I read historical accounts of World War II and D-Day, I'm always struck by the same thought: Eisenhower almost blew it because he kept vacillating. But finally he said: "No matter what the weather looks like, we have to go ahead now. Waiting any longer could be even more dangerous. So let's move it!"

The same lesson applies to corporate life. There will always be those who will want to take an extra month or two to do further research on the shape of the roof on a new car. While that research may be helpful, it can wreak havoc on your production plans. After a certain point, when most of the relevant facts are in, you find yourself at the mercy of the law of diminishing returns.

That's why a certain amount of risk-taking is essential. I realize it's not for everybody. There are some people who won't leave home in the morning without an



umbrella even if the sun is shining. Unfortunately, the world doesn't always wait for you while you try to anticipate your losses. Sometimes you just have to take a chance – and correct your mistakes as you go along.

Back in the 1960s and through most of the 1970s, these things didn't matter as much as they do now. In those days the car industry was like a golden goose. We were making money almost without trying. But today, few businesses can afford the luxury of slow decision-making, whether it involves a guy who's in the wrong job or the planning of a whole new line of cars five years down the road.

Despite what the textbooks say, most important decisions in corporate life are made by individuals, not by committees. My policy has always been to be democratic all the way to the point of decision. Then I become the ruthless commander. "Okay, I've heard everybody," I say. "Now here's what we're going to do."

You always need committees, because that's where people share their knowledge and intentions. But when committees replace individuals – and Ford these days has more committees than General Motors – then productivity begins to decline.

To sum up: nothing stands still in this world. I like to go duck hunting, *where constant movement and change are facts of life*. You can aim at a duck and get it in your sights, but the duck is always moving. In order to hit the duck, you have to move your gun. But a committee faced with a major decision can't always move as quickly as the events it's trying to respond to. By the time the committee is ready to shoot, the duck has flown away.

## *Exercises*

### **A. Determine the main idea. Choose the best answer. Do not refer to the text.**

The main idea of the article is that \_\_\_\_\_.

- a. Too much education may be a hindrance as far as a business leader is concerned.
- b. As a business leader shoulders great responsibility, he must not take action until he has got all the facts.
- c. Intuition is a good enough basis for taking action in business.
- d. Committees are useful because that's where people share their knowledge and wisdom, so, they should take the place of individuals.

### **B. Comprehending the text. Choose the best answer.**

- 1. What is the author's image in the press?
  - a. a responsible leader
  - b. a rash, showy leader
  - c. a leader who relies too much on mere experience in running his company
  - d. both b and c
- 2. Which of the following statements is NOT TRUE according to this article?
  - a. It is understandable that a business leader should want all the facts.
  - b. It is the duty of a decision-maker to gather as many facts as possible.
  - c. As a business leader shoulders great responsibility, he must not take action until he has



got all the facts.

- d. A decision-maker has to take the plunge when occasion requires.
3. The supporting details in the eighth paragraph illustrate the author's point that \_\_\_\_\_.  
a. the car industry is constantly changing  
b. the challenge for decision-makers in Detroit is very great  
c. farsighted decision-makers invariably plan models three years ahead of time  
d. decision-makers can never get all the facts they need
4. The author's soliloquy in the ninth paragraph can best be interpreted as \_\_\_\_\_.  
a. counterproposal  
b. self-criticism  
c. counter-criticism  
d. self-glorification
5. It can be inferred that "I like to be in the trenches" (in the tenth paragraph) is a figurative way of saying that \_\_\_\_\_.  
a. I like to be in the centre of action  
b. I like to be a soldier  
c. I like to fight my enemies  
d. I like to compete with other motor companies
6. World War II and D-Day are mentioned in the eleventh paragraph because \_\_\_\_\_.  
a. Eisenhower is chiefly remembered as a decisive commander in that war  
b. the relevant historical accounts illustrate the author's view that a leader should have a good sense of timing and be firm in decision-making  
c. the same lesson applies to corporate life  
d. both b and c
7. The pronoun "it" in the fourteenth paragraph stands for \_\_\_\_\_.  
a. luxury  
b. slow decision-making  
c. business  
d. planning
8. According to the author, the most essential quality of a good manager is \_\_\_\_\_.  
a. to be decisive  
b. to be knowledgeable  
c. to be conservative  
d. to be democratic

**C. Discussing the following topics.**

1. What do you think is the key to good management?
2. If you were a business manager, would you operate on Lee Iacocca's lines? Give your reasons.
3. Do you think Lee Iacocca's management approaches are applicable to other fields? Why or why not?

**D. Choose the correct definition according to the context.**

1. If I had to sum up in one word the qualities that make a good manager, I'd say that it all comes down to decisiveness.  
a. judge quickly  
b. summarize  
c. consider quickly  
d. give the description of
2. If I had to sum up in one word the qualities that make a good manager, I'd say that it all comes down to decisiveness.  
a. declines  
b. goes down hill  
c. leaves behind  
d. is reduced
3. You can see the fanciest computers in the world and you can gather all the charts and

numbers, but...

a. most complex

b. best

c. most brightly coloured

d. most imaginative

4. I don't mean act rashly.

a. carefully

b. cautiously

c. recklessly

d. warily

5. Whenever I've taken risks, it's been after satisfying myself that the research and the market studies supported my instincts.

a. pleasing

b. meeting

c. persuading

d. securing

6. Too many managers let themselves get weighed down in their decision-making, especially those with too much education.

a. put down

b. slowed down

c. cut down

d. overburdened

7. It's perfectly natural to want all the facts and to hold out for the research that guarantees a particular program will work.

a. catch hold of

b. demand strongly for

c. prevent from

d. reach out for

8. Obviously, you're responsible for gathering as many relevant facts and projections as you possibly can.

a. significant

b. related to

c. relative

d. absolute

9. When you don't have all the facts, you sometimes have to draw on your experience.

a. put on

b. make use of

c. smoke

d. draw near

10. Eisenhower almost blew it because he kept vacillating.

a. shaking

b. vanishing

c. hesitating

d. reconciling

11. After a certain point, when most of the relevant facts are in, you find yourself at the mercy of the law of diminishing returns.

a. in the power of

b. not to punish

c. in the cruel treatment

d. with the good fortune

12. The great challenge is always to figure out what's going to appeal to customers three years down the road.

a. make an earnest request

b. take a question (to a higher court) for rehearing and a new decision.

c. attract

d. go for a decision

## 2. Fast Reading

(A)

**O**ver the past decade, American companies have tried hard to find ways to discourage senior managers from feathering their own nests at the expense of their shareholders. The three most popular reforms have been recruiting more outside directors in order to make boards more independent, linking bosses' pay to various

performance measures, and giving bosses share options(购买权, 期权), so that they have the same long-term interests as their shareholders.

These reforms have been widely adopted by America's larger companies, and surveys suggest that many more companies are thinking of following their lead. But have they done any good? Three papers presented at the annual meeting of the Academy of Management in Boston this week suggest not. As is usually the case with boardroom tinkering the consequences have differed from those intended.

Start with those independent boards. On the face of it, dismissing the bosses' friends from the board and replacing them with outsiders looks a perfect way to make senior managers more accountable. But that is not the conclusion of a study by Professor James Westphal. Instead, he found that bosses with a boardroom full of outsiders spend much of their time building alliances, doing personal favors and generally pleasing the outsiders.

All too often, these seductions succeed. Mr. Westphal found that, to a remarkable degree, "independent" boards pursue strategies that are likely to favor senior managers rather than shareholders. Such companies diversify their business, increase the pay of executives and weaken the link between pay and performance.

To assess the impact of performance-related pay, Mr. Westphal asked the bosses of 103 companies with sales of over \$1 billion what measurements were used to determine their pay. The measurements varied widely, ranging from sales to earnings per share. But the researcher's big discovery was that bosses attend to measures that affect their own incomes and ignore or play down other factors that affect a company's overall success.

In short, bosses are quick to turn every imaginable system of corporate government to their advantage – which is probably why they are the people who are put in charge of things. Here is a paradox for the management theorists: any boss who cannot beat a system designed to keep him under control is probably not worth having.

**Do the following multiple-choice exercises.**

1. What is the purpose of the large companies in recruiting outsiders and putting them on the board of directors?
  - a. To diversify the business of the corporation.
  - b. To enhance the cooperation between the senior managers and the board directors.
  - c. To introduce effective reforms in business management.
  - d. To protect the interests of the shareholders.
2. What does Professor James Westphal's study suggest?
  - a. Boardroom reforms have failed to achieve the desired result.
  - b. Outside board directors tend to be more independent.
  - c. With a boardroom full of outsiders, senior managers work more conscientiously.
  - d. Cooperation between senior managers and board directors suffered from the reforms.
3. The word "seduction" in the fourth paragraph probably means "\_\_\_\_\_".
  - a. efforts to conquer
  - b. attempts to win over
  - c. endeavors to increase profits
  - d. exertions to understand
4. Which of the following statements is true?

- a. Corporate executives in general are worth the high pay they receive.
  - b. The income of corporate executives is proportional to the growth of corporate profits.
  - c. Corporate executives tend to take advantage of their position to enrich themselves.
  - d. The performance of corporate executives affects their own interests more than those of the shareholders.
5. How does the author feel about the efforts to control senior executives?
- a. Doubtful      b. Optimistic      c. Positive      d. Approving

(B)

**S**ex and connections: these are not the criteria on which science should be judged, least of all by scientists. But in the first extensive analysis of the way that fellowships in science are awarded, which is published this week in *Nature*, Christine Wenneras and Agnes Wold, microbiologists at Gothenburg University, in Sweden, found that these factors matter as much as, if not more than, scientific merit.

Peer review, the evaluation (often anonymous) of a piece of scientific work by other scientists in the same field, is central to the way in which science proceeds. Journals use it to help decide whether to publish papers and funding agencies use it when deciding to whom to award grants.

Dr. Wenneras and Dr. Wold analyzed the reviews of the 114 applications that the Swedish Medical Research Council received for the 20 postdoctoral fellowships it offered in 1995. Of the applicants, 46% were women. Of the successful recipients of the awards, only 20% were women. In principle, of course, that might reflect their abilities. In practice, other factors seem to be at work.

When the council gets a grant application, it is evaluated by five reviewers, on three measures: scientific competence, the proposed methodology and the relevance of the research. Each measure is given a score of between zero and four; each reviewer's scores are multiplied together, giving a single score between zero and 64; and finally, the scores from the reviewers are averaged together, giving the total score.

Dr. Wenneras and Dr. Wold identified, after careful analysis, two factors that improved the scores significantly: being male and knowing a reviewer. In fact, the difference was so great that in order to get the same competence score as a man, a woman would need either to know someone on the committee or to have published three more papers than the man in *Nature* or *Science*. It is often joked that a woman has to be twice as good as a man to do well; Dr. Wenneras and Dr. Wold found that she would need to be, on average, 2.5 times as good on their measures to be rated as highly by reviewers. Such being the case, ambitious women would perhaps do well to return to a time-honored but supposedly obsolete tradition, and apply under a male name.

**Do the following multiple-choice exercises.**

6. What is this passage mainly about?
- a. Abuses in peer review.
  - b. Favoritism in granting fellowships.
  - c. A comparison of male and female scientists.
  - d. Sex discrimination in the science world.

7. What is the other most important factor besides sex that may affect peer review scores?
- a. Connections.
  - b. Publication of papers in major science journals.
  - c. Competence of the researcher.
  - d. Methods used by the researcher.
8. What does the word "relevance" in the fourth paragraph probably mean?
- a. Feasibility
  - b. Connections
  - c. Practical value or importance
  - d. Probability of success
9. What does the author suggest by using "supposedly" in the last sentence?
- a. It is no longer fashionable for women to write under male names.
  - b. Bias against women still exists today.
  - c. Women today are on an equal footing with men.
  - d. Nowadays women do as well in science as men.
10. This piece of writing is most likely \_\_\_\_\_.
- a. a news report
  - b. a research paper
  - c. a lecture
  - d. an argument

### *3 . Home Reading*

## Who Makes It to the Top

**W**hat does it take to succeed in American business? Opinions vary widely. Given approximately equal qualifications and circumstances, some claim the success factor is largely a matter of luck – being in the right place at the right time. Others speak of utter devotion to work, combined with a degree of ruthlessness. Far-out theories abound. One "expert" maintains that it's undoubtedly a matter of how much education your mother had.

To get a better perspective on who makes it to the top – and why – I interviewed four men who should know – management consultants and executive recruiters for some of the biggest corporations in the country. Here are their informed opinions.

Thomas A. Buffum, head of the executive recruiting firm of Thomas A. Buffum Associates in Boston: "We hear about new technology making engineers obsolete. In the same way, new methods of management can make executives obsolete. The men who rise the highest and stay there are those who never stop growing and learning. These flexible fellows seldom stall on the corporate ladder or get shaken off."

"A key test of this flexibility comes at the time of a merger or acquisition. Can you adapt to the new management framework – do things 'their way?' Or are you so used to your old methods that you'll resent any changes?"

"The men who can truly answer 'yes' to the first question and 'no' to the second are the ones who never find themselves 'between jobs.'"

Charles Ferguson, another consultant, agrees: "How to cope with change – that's the key to success or failure for many businessmen."

"Change comes in several forms. One is the constant flux of the job itself, because of shifting conditions in the company and the industry. The late 1960's offered case after agonizing case of brash young go-go entrepreneurs who put together glittering conglomerates that they had no idea how to manage. Once the requirements of the job changed from pyramiding to mature management of an existing entity, they could cope no longer. A different set of skills was needed."

"Executives must be able to handle change in broad segments of industry, society, and government. But perhaps the change that's most challenging of all is that within themselves. Many things cause 'executive metamorphosis'—family or financial change, declining health, age, 'burnout' from overwork, perhaps even a certain complacency at having attained many of life's goals. But the executive who realizes he's changing is the one who will be able to handle it."

William B. Beeson, manager of executive recruitment for Lawrence-Leiter & Company in Kansas City, looked at it another way: "It has been said of everyone from Robert McNamara to Edward Carlson (the president of an airline) that their rise to the top of their companies came largely because they were at the right place at the right time. There may be some truth in that, but the question is why they were in the right place. I think their own career decisions must have had a lot to do with it."

"Have you ever drawn up an honest balance sheet on yourself—really put down what you're good at on one side, and what you're not so good at on the other? It isn't easy. Those weaknesses are hard to admit. But if you'll make this painful self-analysis at least once every six months, you'll be in a better position to focus your energies toward the kind of position that will make you successful – and happy."

To make it big, executives must possess four basic skills:

"First, drive. Business success takes an unusual amount of energy. A successful executive—almost by definition—is a striver. According to one industry psychologist, 86.5 percent of top managers have a higher activity level than the average middle manager. Top men get tense when they're not striving."

"Second, people sense. Some say being able to judge people is more important than a high IQ. The skill can be instinctual, but in most cases it's painstakingly learned."

"Third, communications ability. An executive gets things done through other people. That means his communications must come through loud and clear. Different executives make themselves understood in different ways. Some transmit ideas best face to face; others are masters of the telephone call; still others are persuasive writers. One way or another, they all communicate clearly."

"Fourth, calm under pressure, or as Hemingway put it, 'grace under pressure.' No businessman will get very far if he chokes up."

"An example: One unusually able vice-president blew a chance for the presidency

because he froze while making an important product presentation to the chairman. The company had invested hundreds of thousands of dollars in research and development, and tooling up for production would take millions. With so much at stake, the chairman had a great many hard questions. Despite thorough knowledge of the subject, the vice-president became just a little unsure under questioning. A few months later, when the president's job became vacant, someone else was chosen to fill it."

And finally, John W. Silver, an executive recruiter in Milwaukee, puts it on a more basic level. "What it takes is guts," he says. "And, most of all, guts in dealing with subordinates. Time after time, our executives searching people have been told, 'We realized long ago that Phil had to be replaced, but we didn't want to hurt his feelings.' Or, 'We just couldn't bring ourselves to do it.'"

"The executive who is marked for success sets high standards for himself – and also for other people. If someone doesn't measure up after a proper trial period, he replaces him."

"It was said of one successful executive, 'He can't tolerate people who don't pull their weight. His philosophy is that he doesn't care who your friends are – can you produce?' That's not bad. If you insist on top performance from your subordinates, they'll insist on top performance from their subordinates, and so on down the table of organization. That's the kind of attitude an executive had better have – if he plans to survive."

**Decide whether each of the following statements is true or false.**

1. In the author's eyes, the factor of success in American business is largely a matter of luck.
2. The person who resents the changes is seldom out of jobs.
3. In the opinion of John W. Silver, an executive needs courage in dealing with subordinates, that is to say, the executive must act decisively when it becomes clear that a subordinate should be replaced.
4. Self-analysis is the easiest thing to do to make you successful and happy.
5. Ability to remain cool-headed under pressure is one of the basic skills successful executives must possess.
6. Most of the authorities interviewed seem to agree on one point, namely, an executive must be able to grow in his job and expand his abilities.

**Choose the best answer for each of the following questions.**

1. From the first two paragraphs we can see that all the following statements are true except \_\_\_\_\_.
  - a. people are divided as to what it takes to succeed in American business
  - b. the author seems to doubt the validity of the theory that the success factor lies in the educational level of one's mother
  - c. it seems that the author respects the opinions of those he interviewed
  - d. the author repudiates all the latest theories concerning who can make it to the top
2. To find out how to be successful in business, the author interviewed \_\_\_\_\_.
  - a. government officials
  - b. successful businessmen



- c. management consultants and executive recruiters
  - d. business executives
3. According to Thomas Buffum, the most important factor in business success is \_\_\_\_\_.  
a. being authentic   b. being ruthless   c. being adaptable   d. being persistent
4. Flexibility is most seriously tested when \_\_\_\_\_.  
a. your company has become a part of another company  
b. the executive has made it to the top  
c. the administrator continues to climb up the corporate ladder  
d. the businessman has acquired a large property
5. By go-go entrepreneurs Charles Ferguson refers to \_\_\_\_\_.  
a. aggressive businessmen who were born in the late 1960's  
b. businessmen of the 1960's who put together large but unmanageable conglomerates  
c. young yet mature businessmen who made it big in the 1960's  
d. businessmen who joined together and then managed glittering conglomerates
6. To achieve success, Charles Ferguson stresses the ability \_\_\_\_\_.  
a. to make changes in job requirements  
b. to change working conditions  
c. to change oneself  
d. to handle change
7. According to William Beeson, those who rose to the top of their companies were people \_\_\_\_\_.  
a. who had a clear understanding of their strengths and weaknesses  
b. who were at the right place at the right time  
c. who went after the desired positions with single-mindedness  
d. who were able to focus their energies toward their future jobs
8. In the opinion of John W. Silver, an executive needs courage in dealing with subordinates. This means the executive \_\_\_\_\_.  
a. must be considerate towards his subordinates  
b. must act decisively when it becomes clear that a subordinate should be replaced  
c. must reward his subordinates generously in spite of opposition  
d. must treat his subordinates as equals
9. Most of the authorities interviewed seem to agree on one point, namely, an executive \_\_\_\_\_.  
a. must be an expert in some branch of knowledge  
b. must be persuasive and sympathetic  
c. must be ruthless and tolerant at once  
d. must be able to grow in his job and expand his abilities

**Questions for consideration.**

1. What are the main factors to succeed in American business?
2. Do you think luck plays an important role in making to the top? Why?
3. What's the purpose of the author in writing this article?

## Vocabulary and Notes for the Text

decisiveness /di'saisivnis/ <i>n.</i>	果断
flamboyant /flæm'boiənt/ <i>adj.</i>	浮华的,炫耀的
hip-shooter /'hip'ʃu:tə/ <i>n.</i>	卤莽行事者
conservative /kən'sərvətiv/ <i>adj.</i>	传统的;保守的
hunch /hʌntʃ/ <i>n.</i>	预感
projection /prə'dʒekʃn/ <i>n.</i>	估计;预测
odds /ɒdz/ <i>n.</i>	可能性
terrific /tə'rifik/ <i>adj.</i>	非常好的,极好的
gut /gʌt/ <i>adj.</i>	直觉的;发自内心的
reduce /ri'dju:s/ <i>v.</i>	简化
vacillate /'væsileit/ <i>v.</i>	犹豫
corporate /'kɔ:pərit/ <i>adj.</i>	公司的
havoc /'hævək/ <i>n.</i>	大破坏;大混乱;浩劫
luxury /'lʌkfəri/ <i>n.</i>	奢侈品
democratic /,demə'krætik/ <i>adj.</i>	民主的
ruthless /'ru:θlis/ <i>adj.</i>	残酷的
sight /sait/ <i>n.</i>	瞄准器
sum up	归纳,总结
come down to	归结为
weigh down	压倒;使疲倦
hold out for	不肯妥协;不肯复工
on the right track	循着正确的路线,正确地
stack the odds against	使对……不利
shoot from the hip	卤莽地行事
be wary of	小心,谨慎从事;唯恐
make a move	采取行动
blow it	(俚)把……弄得一团糟
move it	采取措施
take a chance	冒险;投机
Philip Caldwell /'filip'kɔ:ldwel/	菲利普·考德威尔
Detroit /di'trɔit/	底特律
Eisenhower /'aizən,haʊə/	艾森豪威尔
Lee Iacocca /'li:'jɑ:kəukə/	李·雅科卡

The son of Italian immigrants, Lee Iacocca (1924 - ) rose spectacularly through the ranks of the Ford Motor Company to become its president in 1970. Eight years later, however, he was fired by Henry Ford II in what he calls "a power play". In spite of the great humiliation he suffered, he resolved to pick up the pieces (重整旗鼓) and carry on. Only a few weeks later he took on the presidency of Chrysler, then a dying motor company. With determination, with luck, and with help from lots of