



新时代商务英语专业系列教材
New Era Business English

总主编 / 翁凤翔 郭桂杭

A Reading Course in Business English

商务英语阅读 2

主 编 / 贺 云



重庆大学出版社
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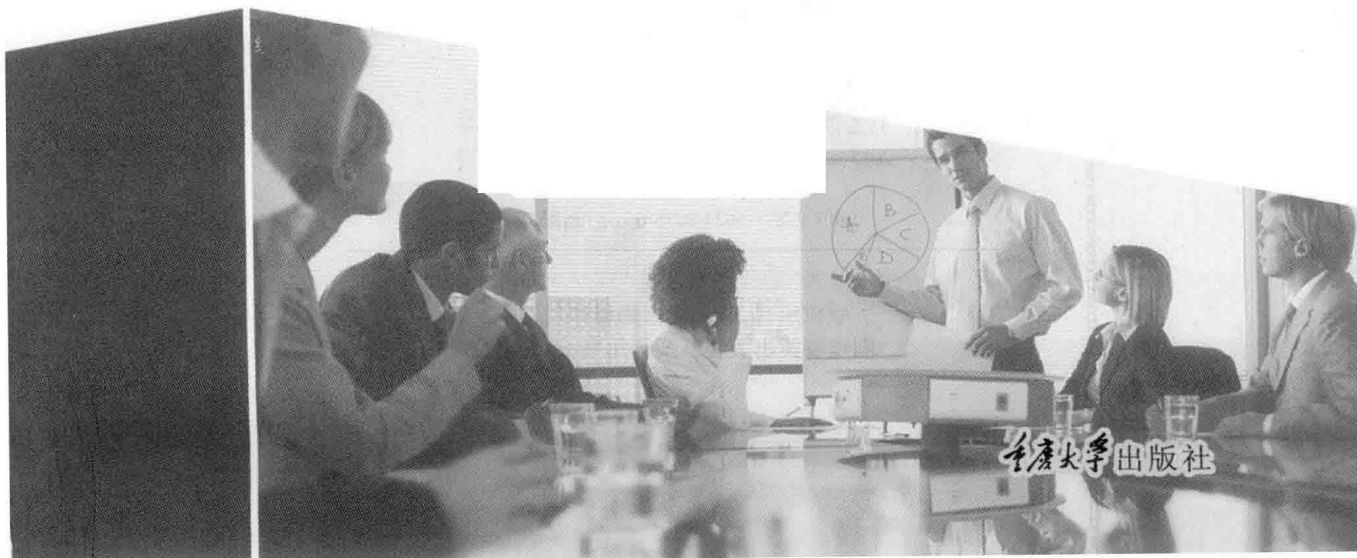
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内容提要

本教材贯彻 CBI(Content-Based Instruction)的教学理念,采用以主题为基础的原则进行编写,每个单元有一个特定的商务主题,整套教材有一个自身的内部体系。编者在选材时注意由浅入深,循序渐进,符合学生的认知规律。本套教材内容不但具有实用性、针对性和系统性,而且具有时代性和前瞻性,供高校商务英语专业本科一、二年级学生作为商务英语阅读课程教材使用,也可作为英语类其他专业(英语语言文学专业及翻译学专业)及经管类专业学生的英语阅读教材。

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前言

根据教育部制定的《高等学校商务英语专业本科教学质量国家标准》,商务英语阅读是本专业“英语知识与技能”模块下的一门核心课程。本套《商务英语阅读教程》(1—4册)是根据《国家中长期教育改革和发展规划纲要(2010—2020年)》及《高等学校商务英语专业本科教学要求》(试行)进行编写的,供高校商务英语专业本科一、二年级学生作为商务英语阅读课程教材使用,也可作为英语类其他专业(英语语言文学专业及翻译学专业)及经管类专业学生的英语阅读教材。

在经济全球化和高等教育国际化的背景下,我国高校学生将有越来越多的机会接触到全英(或双语)商科教学。这一教学模式对学生的学术英语阅读能力提出了较高的要求。本套教材以商科知识为载体,在传授商科知识的同时,训练学生的英语语言技能,尤其是阅读技能。本套教材的目标之一就是为学生在EGP(通用英语)教学与全英(或双语)商科教学之间架起一座桥梁,使学生能逐步看懂英语原版商科教材,并较顺利地阅读英语专业文献和资料。

本套教程贯彻CBI(Content-Based Instruction)的教学理念,采用以主题为基础的原则进行编写,每个单元针对一个商务主题。这些主题涵盖了商务入门、公司分类、公司发展历程、市场营销、创业、品牌管理、电子商务、公司并购、自贸区、大数据等,整套教材有一个自身的内部体系。编者在选材时注意由浅入深,循序渐进,符合学生的认知规律。本套教材内容不但具有实用性、针对性和系统性,而且具有时代性和前瞻性。

本教程克服了传统阅读教材单纯注重语言形式的弊端,将语言与商务内容有机地结合起来,使得教材在形式和内容方面都对学生有一定的挑战性,从而提高学生的学习兴趣 and 动力。学生通过本套教材的学习,可以熟稔商务英语常用词汇和表达方式,并系统掌握最重要的阅读技能,例如:略读、查读、成组视读、预测、推理、使用词典、阅读商业图表、识别作者的观点与态度、通过上下文和构词法知识猜测词义等。与此同时,学生可以对商务领域的主要话题有一个初步的了解,为后续开设商科专业课程做好铺垫。

我们希望本套教材在帮助学生提高英语阅读技能的同时,训练学生获取知识和运用知识观察、分析和解决问题以及创新的能力。本套教材练习的设计建立在输入、输出平衡的基础上,不仅安排了传统的单词释义配对、单词填空、阅读理解等题型,还设计了各种活用型输出任务,例如:撰写摘要、小组讨论、给术语下定义等。

在编写过程中,编者注意本套教材内容与中学教学内容的衔接,凡是《普通高中英语课程标准》中列出的3500个单词一般不收为生词。

这套教材是我们把英语语言教学与商科专业教学结合起来,旨在提高学生英语使用能力的一次尝试。在教材编写过程中,我们注重教材同商务英语专业教学、研究接轨,注重实用性,力图反映社会发展变化的最新动态,力争使教材服务于教学实践和社会需求。在教材编写过程中,我们参考了国内外大量原版英语专著、教材、读本、财经报刊杂志等,在此,我们谨向作者表示由衷的感谢。但是,囿于编者的经验和水平,教材中疏漏之处在所难免,恳请广大师生不吝指正。

编者

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Unit 1

Supply and Demand

PART I Theme-Based Reading

Pre-reading Questions

1. Have you ever noticed that in real market place, the price of a certain kind of goods is constantly changing, i.e. the price may go up or go down from time to time. What do you think are the factors that may cause the change of price?
2. When supply and demand are equal, the economy is said to be at equilibrium. But in the real market place equilibrium can only ever be reached in theory. Disequilibrium occurs whenever supply and demand are not equal. In what circumstances will Excess Supply and Excess Demand be created respectively?

Text A

Serving the Customer Across the Demand-Supply Chain

How do you fulfill customer demand in the best possible way? Is it innovation and applications, or operational excellence and **responsiveness**?

The answer is both: process efficiency and **innovation** need to evolve together. To succeed, you must operate more effectively and innovate the business **concurrently**. And, you need to do it across the entire demand-supply chain.

How can you do this? Having competitive products and the right supply chain for the average customer is not enough. Your supply chain has to be right for the individual customer as well. The demand chain—the chain of activities that communicates

responsiveness *n.* 响应能力

innovation *v.* 创新

concurrently *adv.* 同时发生地

demand from markets to suppliers—offers suppliers a wide range of opportunities to **differentiate** their value offering. It is your customer relationship, plus your operation and the customer's operation that makes up a demand-supply chain. It is in the demand-supply chain that you need to start a *co-evolutionary* process. The customer must **leverage** suppliers to improve their performance (out-sourcing), while suppliers *coopt* customer competencies (**collaborative** business) to innovate their business mode.

How can you **navigate** more safely in a changing business environment, and begin this co-evolutionary advance toward business excellence? A new concept to describe the customer relationship is needed to take the next step in supply chain management, that is, to create demand-supply chains that do things differently and more efficiently at the same time. We have *coined* a new term—VOP—for “Value Offering Point” to describe how the supply chain is linked to customer demand. The VOP is the companion on the customer side for the better known OPP, “Order **Penetration** Point,” on the supplier side that has brought us “build-to-order” and “*assemble-to-order*.”

The VOP defines how and when a customer makes the purchase decision. For example, a **grocery** supply chain that ends on a supermarket shelf **dictates** that the consumer's purchase decision is made in the supermarket, in front of a shelf full of competing items. A grocery supply chain that ends with home delivery, however, can make a much wider range of offers to the consumer, not only offers of different products, but of different services. The same standard shopping basket can be delivered automatically to the consumer every week, or the **vendor** can come and check the consumers' refrigerator to **stock up on** what has *run out* or gone **stale**. By moving the VOP, we can change an “order fulfillment” business model to a number of powerful “order-less fulfillment” models. First, we can provide the consumer with a “Don't Run Out” **replenishment** service and then, taking it one step further, go into a “Supply-to-Menu” service when all missing **ingredients** are automatically delivered to fulfill the customer's plan.

differentiate *v.* 区分

co-evolutionary means ____

A. 协同进化的 B. 反共同演化的 C. 共同革命的

leverage *v.* 利用影响力

coopt means ____

A. 合作经营 B. 联合抵制 C. 吸收同化

collaborative *adj.* 合作的

navigate *v.* 航行, 行进

coin means ____

A. 硬币 B. 创造(新词) C. 铸造

penetration *n.* 渗透

assemble means ____

A. 聚集 B. 装配 C. 类似

grocery *n.* 食品杂货店

dictate *v.* 决定

vendor *v.* 卖主, 小贩

stock up on 备货, 储存

run out means ____

A. 跑出去 B. 用完 C. 逃避

stale *adj.* 陈腐的, 不新鲜的

replenishment *n.* 补充, 补给

ingredient *n.* 成分

Now that e-business applications are becoming more powerful by the day, understanding the VOP is **critical** for companies that want to improve both efficiency and customer value. The VOP is a new, powerful concept that helps you focus on where and how to use new technology **solutions** for maximum customer value. **Additionally**, choosing the VOP with care can also give the supplier company more degrees of freedom to change operations **internally**, for example, by using earlier information on demand for **optimizing** production and distribution.

now that means ____

A. 既然 B. 即使 D. 尽管

critical *adj.* 关键的

solution *n.* 解决办法

additionally *adv.* 此外

internally *adv.* 内部地

optimize *v.* 使最优化

Total Words: 524

Total Reading Time: _____ minutes _____ seconds

=== Notes ===

1. **Build-to-Order (BTO)**: Sometimes referred to as make to order or made to order (MTO), it is a production approach where products are not built until a confirmed order for products is received. BTO is the oldest style of order fulfillment and is the most appropriate approach used for highly customized or low volume products.
2. **Assemble-to-Order system**: It is a model of a warehouse operating a Build-to-Order policy where products are assembled from components only once an order has been made.

Comprehension Questions

Task 1 Judge, according to the text, whether the following statements are true (T) or false (F). And then correct the false statements.

1. Processing efficiency refers to a company's effective operation. ()
2. Competitive products and right supply chain determine the success for a supplier. ()
3. The right supply chain for the average customer is different from the right supply chain for the individual customer. ()
4. In order to start a co-evolutionary process, both the supplier and the customer need to make their respective efforts to change. ()
5. The demand-supply chain is composed of the supplier's operation and the customer's operation. ()
6. The suppliers are now facing a choice: they can either make their operations differently, or they can do them efficiently. ()
7. The newly coined term VOP highlights the relation between the supply chain and the customer's demand. ()

8. According to the passage, the supermarket is the best terminal for a grocery supply chain end. ()
9. Home delivery widens the range of offers to the customers by offering different products and different services. ()
10. The final purpose for taking VOP is to use new technology solutions in supply. ()

Task 2 Write a 100-word summary of Text A.

Vocabulary Questions

Match the expressions in Column A with their definitions in Column B. And then fill in the blanks in the following sentences with expressions in Column A, changing the form where necessary.

A	B
() 1. responsiveness	a. filling again by supplying what has been used up
() 2. concurrently	b. involving two or more people or organizations working together for a particular purpose
() 3. innovate	c. used for talking about how quickly and well a person or organization reacts to sth.
() 4. differentiate	d. make sth. as good and effective as possible
() 5. grocery	e. lead a company, activity, etc. in a particular direction
() 6. collaborative	f. a company or person that sells a particular product
() 7. coin	g. happening at the same time as sth. else
() 8. navigate	h. extremely important to the progress or success of sth.
() 9. vendor	i. make up (a new word)
() 10. stale	j. show or find the difference between things that are compared
() 11. stock up	k. lacking freshness or showing deterioration from age
() 12. replenishment	l. develop a new design, product, idea, etc.
() 13. solution	m. a store that sells food and small things for the home
() 14. critical	n. buy a large quantity of sth. in case you cannot get it later
() 15. optimize	o. a way to solve a problem or deal with a difficult situation

1. The presentation was a (an) _____ effort by everyone in the department.
2. She has successfully faced the task of _____ the company through its most difficult period in 30 years.
3. We see this as a (an) _____ time and potentially a turning point in the crisis.
4. We stood facing each other, surrounded by commuters, in the _____ air of the subway car.

5. Before the storm arrived, Jamaicans rushed to stores to _____ on bottled water.
6. They are the nation's leading _____ of organic dairy products.
7. Education is seen as a (an) _____ to the state's economic and employment problems.
8. Customer understanding? Improve customer understanding through _____ and commitment.
9. This is probably what is driving people to _____ these new words.
10. Some love the rituals of preparing and cooking their favorite Christmas meal while others feel the need to _____.
11. If you _____ the production process you could speed up the assembly line dramatically.
12. We must guarantee steady production in plant to ensure continuous _____ of consumption items.
13. It's good not to _____ women and men in the workforce and in politics, what counts is their competency.
14. The _____ is closed up for the night; we'll have to come back tomorrow.
15. An insurer shall not _____ engage in business of both property insurance and insurance of persons.

Text B

E-Business and the Demand-Supply Chain

How does a company's demand-supply chain change with new available e-business technology? There are two basic ways this can happen: The company can do what it did before, but on a larger **scale** and faster; or, the company can use the new technology to innovate the way it does business.

The first way to change with new technology—to do what the company did before, only on a much larger scale—is obviously the most common. **Historically**, new technology has often been used to **break away from** scale **constraints**. Precision machine tools gave us mass production, broadcast **media** created mass marketing, and information technology has enabled producers to *mass-customize* their product designs for individual consumers and business customers. A company can also speed up its existing processes. Solectron, a company that provides electronics manufacturing services to **leading** original equipment manufacturers reduced its own **procurement** cycle from one month to one day with electronic commerce.

scale *n.* 规模, 比例

historically *adv.* 历史上地

break away from 摆脱

constraint *n.* 限制

media *n.* 媒体

mass-customize means _____

A. 大批顾客化 B. 大批习惯化 C. 大批定制

leading *adj.* 领先的, 主要的

procurement *n.* 采购

The other option is to use new technology to innovate your business—to offer the customer something more than a product or a service. After establishing itself on the Web in 1996, Grainger has *come up with* a **winning** new business **formula**. Instead of offering **commodity** products, the company offers a service to its customers. The company offers business customers “one *site*-one order-one answer” for office, production, and **maintenance** supplies. A customer company that makes all its purchases through the site **outsources** supplier management and vendor selection processes to Grainger, and simplifies its own internal material handling and accounts payable. The differences between offering a commodity product or a service and a value-added service are *subtle*, but the key is whether a relationship is created, maintained, and developed.

New technology can and should be used by companies both to improve scale economics and to create more valuable relationships. But what is the **marching** order? Is it innovation before scale and *real-time* operations, or building up technological capabilities to operate effectively before innovating the business relationships?

Innovating the business relationship without developing the **capabilities** to deliver will obviously not work, as so many **e-tail start-ups** have painfully discovered.

But going the other way—imagining that innovation follows automatically from technological capability—is equally risky. The risk is that electronic business will make you a supplier to online commodity exchanges and **reverse** markets allowing the customer to *cherry-pick* your offering. At the same time, your suppliers may be locking you firmly into their supply chain **integration** webs and networks. As a result, your company runs the risk of becoming a faster and more efficient, but lower margin, commodity supplier.

The solution is to do both—evolve process efficiency and innovation together, which is what demand-supply chain management is **essentially** about.

come up with means ____

- A. 想出提出 B. 随身带来
C. 苏醒过来

winning *adj.* 吸引人的

formula *n.* 方案

commodity *n.* 商品

site means ____

- A. 视线 B. 场所
C. 说明

maintenance *n.* 维持

outsource *v.* 把……外包

subtle means ____

- A. 不易察觉的 B. 显而易见的
C. 众所周知的

marching *n.* 进展

real-time means ____

- A. 真实时间 B. 实时
C. 现实时间

capability *n.* 能力

e-tail *n.* 电子零售

start-up *n.* 新兴企业

reverse *v.* 逆转,颠倒

cherry-pick means ____

- A. 采摘樱桃 B. 精心选择
C. 择优挑选

integration *n.* 综合

essentially *adv.* 本质上

Total Words: 451

Total Reading Time: _____ minutes _____ seconds

Comprehension Questions

Task 1 Judge, according to the text, whether the following statements are true (T) or false (F).
And then correct the false statements.

1. The best way for a company to change its demand-supply chain is to use new technology to innovate its operational way. ()
2. Historically speaking, the commonest way to change the corporate operation with new technology was to enhance its scale. ()
3. The significance of IT lies in the fact that it helps companies make their products on a much greater scale for more consumers. ()
4. The company solectron is mentioned to show that new technology can help a company to accelerate its existing process. ()
5. The company's innovation with new technology means its increasing its products and services. ()
6. The example of Grainger is to illustrate the key concept of establishing and maintaining a relationship between the company and the customer. ()
7. New technology is mainly used to increase the company's new products and relationships. ()
8. Many newly established e-tails have discovered with great pains that innovation of relationship is of greatest importance. ()
9. The development of technological capabilities in many cases will bring about innovation as a natural result. ()
10. The demand-supply chain management consists of the efficiency of a business in its operation and its innovation in relationships. ()

Task 2 Brainstorm

In the new era, besides the "one site-one order-one answer" formula created by Grainger, what other possible ways a company may apply to establish and maintain a relationship with its customers through e-business?

Vocabulary Questions

Fill in each of the following blanks with the proper form of a word from the text, the first letter of which has been given to you.

1. F_____ one will publicly insist that the top speed and acceleration will be maintained.
2. He said both he and the minister have tried to ensure transparency in defense p_____.
3. However, repair and m_____ costs have been more than anticipated.

4. Pneumonia and diarrhea are two l_____ killers of young children.
5. "The award is both a c_____ and an opportunity to give momentum to certain initiatives," said Mr. Rhodes.
6. But, economists caution that unemployment and c_____ prices remain high.
7. Customer Relation Management (CRM) involves customer complaints and feedback, r_____ recording, evaluation and support.
8. He stood there facing the others with an inexpressibly w_____ smile upon his comely face.
9. We are finding s_____ differences between the species that I wouldn't necessarily have expected.
10. They design and market the products and o_____ the manufacturing.

PART II Reading Skills

Skimming

There are different styles of reading for different situations. The technique you choose will depend on the purpose for reading. For example, you might be reading for enjoyment, information, or to complete a task. If you are exploring or reviewing, you might skim a document. If you're searching for information, you might scan for a particular word. To get detailed information, you might use a technique such as SQ4R? You need to adjust your reading speed and technique depending on your purpose.

Web pages, novels, textbooks, manuals, magazines, newspapers, and mails are just a few of the things that people read every day. Effective and efficient readers learn to use many styles of reading for different purposes. Skimming, scanning, and critical reading are different styles of reading and information processing.

What is skimming?

Skimming is used to quickly identify the main idea of a text. When you read the newspaper, you're probably not reading it word-by-word, instead you're scanning the text. Skimming is done at a speed three to four times faster than normal reading. People often skim when they have lots of material to read in a limited amount of time. Use skimming when you want to see if an article may be of interest in your research.

There are many strategies that can be used when skimming. Some people read the first and last paragraphs using headings, summaries and other organizers as they move down the page or screen. You might read the title, subtitles, subheading, and illustrations. Consider reading the first sentence of each paragraph. This technique is useful when you're seeking specific information rather than

reading for comprehension. Skimming works well to find dates, names, and places. It might be used to review graphs, tables, and charts.

How to skim?

Skimming is a method of rapidly moving the eyes over text with the purpose of getting only the main ideas and a general overview of the content.

A. Skimming is useful in three different situations.

- Pre-reading—Skimming is more thorough than simple previewing and can give a more accurate picture of text to be read later.
- Reviewing—Skimming is useful for reviewing text already read.
- Reading—Skimming is most often used for quickly reading material that, for any number of reasons, does not need more detailed attention.

B. Steps in skimming an article.

- Read the title—it is the shortest possible summary of the content.
- Read the introduction or lead-in paragraph.
- Read the first paragraph completely.
- If there are subheadings, read each one, looking for relationships among them.
- Read the first sentence of each remaining paragraph.
 - a. The main idea of most paragraphs appears in the first sentence.
 - b. If the author's pattern is to begin with a question or anecdote, you may find the last sentence more valuable.
- Dip into the text looking for:
 - a. Clue words that answer who, what, when, why, how.
 - b. Proper nouns.
 - c. Unusual words, especially if capitalized.
 - d. Enumerations.
 - e. Qualifying adjectives (best, worst, most, etc.).
 - f. Typographical cues—italics, boldface, underlining, asterisks, etc.
- Read the final paragraph completely.

C. Mastering the art of skimming effectively requires that you use it as frequently as possible.

D. Skimming can usually be accomplished at about 1,000 words per minute.

Examples

What's the main idea of the following paragraphs?

- A. Scientists are worried about New York City.
- B. Logging is destroying the rainforests.
- C. Governments make money from logging.
- D. Salmon are an endangered species.