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Master English with FINANCIAL TIMES

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编者的话

国学大师胡适曾经说过：“为学要如金字塔，要能广大要能高。”做学问除了博观以培养广度之外，更需要深化精耕，累积高度。基于此，我们将《读〈金融时报〉学英文》的选材焦点放在“深度评论”上，期望能提供给读者致广而精的全球观点，以及思想上的激荡辩证。

本书针对国际政治经济、区域经济、经营管理三大版块，从《金融时报》精选出21篇议论性文章，每篇长度约为1000—1500词，执笔者多为该报的专栏作家及资深记者。其中首席经济评论家马丁·沃夫(Martin Wolf)学历经历俱佳，为文简约，分析精辟，即使非财经专业读者读来亦无障碍，特别值得学习。其他如约翰·加普(John Gapper)、露西·凯拉韦(Lucy Kellaway)等人的文章，或立论严谨，或笔锋犀利，或语带诙谐，各有看头，足供读者细细品味(各篇作者的简介均列于文末)。

篇章结构

全书分成国际政治经济、区域经济、经营管理三大部分，每部分的主题及内容大致如下：

■ **国际政治经济篇**：先引领读者认识二战以后到冷战结束前后的国际政治格局及经济变化，然后论及在此国际政治经济架构下全球化的威胁与机会，以及各国的应对之道。接着从国际拉回各国内部，看看假借国家利益之名，以不当的政治手段干预经济会产生什么样的结果。最后再关注全球变暖与发达国家人口增长趋缓两大课题。

■ **区域经济篇**：读者在了解新的国际政治经济结构之后，在这部分将获得区域经济发展情况。《金融时报》专家指出美国在政治、经济、军事等方面仍将执世界牛耳，而欧、日大致在稳定中求进步，至于金砖四国(BRICs)巴西、俄罗斯、印度、中国则是急起直追。其中的中、印近年来经济增长迅速，兴衰起伏紧扣全球发展。

■ **经营管理篇**：最后我们将焦点置于经营管理上，精选四篇与企业决策、战略、未来布局、组织内合作有关的文章；其余则专注在知名企业如Google、麦当劳的经营策略，以及校园组织管理与MBA商管教育上。

内容编排

内容编排力求好用又容易上手，每篇文章由以下五个学习要项组成：

■ **背景说明**：从每篇文章挑出2—3行重点文字置于标题下，引领读者迅速掌握文章主题。

■ **单词注解**：挑出文章中的财经用语或单词，附上音标、解释、相关例句及用法。单词选择标准大致依据托福词汇标准。

■ **单词倍增**：从原文中择出适当单词，以词根、前缀的方式拆解说明，并附上读者已熟悉的单词以强化学习印象，而每个解说范例后均有练习题（通常是读者较为不熟的单词）。熟悉词根前缀是短期内记忆单词的好方法，对于准备留学考试特别有用。

■ **难句解析**：特别针对冗长或复杂的句子，例如三大从句，以及分词词组、分词句型，或独立分词句型等进行解说，帮助读者掌握英文作文的常用中高级句型。

■ **财经宝库**：对于文中出现的专有名词，补充说明相关信息。另外在每篇文章结尾会载明作者及刊登日期，以供读者参考。

读者若能再搭配勤做笔记、勤查字典、多说多听等努力，英文听说读写技巧将可大幅提升。

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One Part

国际政治经济
International Political Economy



1. Only by reshaping the postwar settlement can it be preserved

战后国际体系唯有重塑才能生存

战后之初建立的架构并不总是适合当今世界，只有从根本上重塑此一格局，让中国、印度、巴西和南非这些局外人获得适当的权益，体系才能生存下来。

We have been well served by the panoply^① of international institutions created since the end of the second world war. The multilateral^② system has been decisive in limiting conflicts and in spreading prosperity. For all the tyranny, poverty and casual brutality still around us, the advance on to a global stage of the rule of law has been history's most powerful civilising force.

Casting^③ a glance at today's politicians, it is impossible not to admire the vision of the generation of postwar leaders who saw well beyond the boundaries of narrow national interest. "The Creation" eloquently^④ described by Dean Acheson, the former US secretary of state, was not quite as neat and orderly as it seems

二战结束以来建立的众多国际机构一直让我们受益良多。在限制冲突与传递繁荣上，多边体制有着决定性的作用。尽管我们周围仍存在专制、贫困和偶尔的野蛮行径，但朝全球法治迈进是历史上最强大的文明动力。

看一眼今天的政治家们，我们就无法不钦佩战后代领导人的远见，他们的眼光大大超越了狭隘的国家利益界线。美国前国务卿狄恩·艾奇逊强而有力地描述了“创造世界”(The Creation)，虽然回想起来，

words

① panoply /'pænəpli/ *n* 壮丽的陈列或装饰

例 The winter sky is a brilliant panoply of stars. 冬季的天空，诸星罗列于上。

② multilateral /'mʌltɪ'lætərəl/ *adj* 多边的；多方的 unilateral 单边的；单方的 bilateral 双边的；双方的

例 The multilateral talk seemed unable to resolve the nuclear crisis.

此次的多方会谈似乎无法解决核武器危机。

③ cast /kæst/ *vt* 投射（视线等） cast a look / glance 看一眼，一瞥

例 Our teacher just cast an impatient look at us and stormed out of the classroom.

老师不耐烦地看了我们一眼，然后气冲冲地离开教室。

④ eloquently /'eləkwəntli/ *adv* 善辩地 eloquent *adj* 雄辩的

例 The first lady made an eloquent appeal for human rights.

第一夫人（美国总统夫人）就人权问题发出强有力的呼吁。

in retrospect⁵. But these were political giants alongside today's pygmies.

Nations are more interdependent than ever. Even the US, the most powerful the world has seen, has discovered, albeit⁶ belatedly, that hegemony⁷ does not bestow⁸ omnipotence⁹. I heard Donald Rumsfeld remark the other day: "There is nothing important in the world that we [the US] can do alone." *How different things might have been if the US defence secretary had shown such laudable realism a little earlier.*

For all that, yesterday's global architecture does not always fit today's world. In some instances, institutions created over the past six decades have outlived their usefulness. Others have struggled to adjust to the end of **the cold war**. Elsewhere, *as we saw last year in the failed attempt to secure radical¹⁰ reform of the United*

它并不是那么简单有序，然而和今日的状况相比，他们都是站在侏儒身旁的巨人。

各个国家正前所未有地相互依赖。即使是有史以来最强大的美国也发现（尽管迟了一些）霸权并不是万能的。前几天，我听唐纳德·拉姆斯菲尔德说：“我们（美国）在世界上单枪匹马做不了什么大事。”如果这位美国国防部长能早点展现出这种值得称道的现实主义，情况就可能大不同了。

尽管如此，昔日的全球架构并不总是适合当今世界。在某些情况下，过去六十年创立的一些机构已经失去了原来的作用。另一些机构则竭力调整，以适应冷战结束后的世界。在其他方面，正如我们从去年联合国尝试彻底改革的失败中所看到的，由



words

5 retrospect /'retrə,spɛkt/ n in retrospect 回顾

例 In retrospect, the former US president, Bill Clinton, regretted that he should not have allowed the genocide in Rwanda to happen. 回顾以往，前美国总统克林顿懊悔不该让卢旺达的种族屠杀发生。

6 albeit /əl'bit/ conj 尽管、虽然

例 The Bush Administration finally agreed, albeit unwillingly, to honor the UN resolution on Iraq. 布什政府虽不情愿，最终还是同意遵守联合国的伊拉克决议案。

7 hegemony /hi'dʒemənt/ n 霸权

例 France and other European countries are about to plan their own search engine, challenging the hegemony of English on the Internet. 法国与其他欧洲国家即将设计自己的搜索引擎，以挑战网络上的英语霸权（编者按：网络上的数据85%以上是英文）。

8 bestow /bi'stoʊ/ vt 赠与、给予 bestow sth. on sb. 将某物授与某人

例 They bestowed high praise on the winners. 他们对于胜利者给予高度赞扬。

9 omnipotence /əm'nɪpətəns/ n 全能、万能

例 Do you believe in the omnipotence of God? 你相信上帝是全能的吗？

10 radical /'rædɪkəl/ adj 彻底的、激进的

例 Our educational system is in dire need of radical reforms. 我们的教育制度迫切需要彻底的改革。

Nations, the interests of incumbents^⑪ seem to clash with those of aspirants as the world's rising powers challenge the old order.

For all its manifest^⑫ flaws – more often the fault of governments than its bureaucracy^⑬ – the UN remains the essential source of international legitimacy. There is much to be done to streamline its myriad agencies and, vitally, to widen permanent membership of the Security Council. It will take too long. But *if the UN did not exist we would have to invent it.*

The same cannot be said of all the postwar institutions. Earlier this week, Mervyn King, the governor of the Bank of England, called for a radical overhaul of the International Monetary Fund, one of the twin pillars of the Bretton Woods system. The IMF was long seen as guardian of the global economic system. Overall, though not invariably, its influence has been relatively benign. Now it has been overtaken by events.

Its oversight of a fixed rate exchange rate system passed into history with the advent of floating currencies. In an era of free capital flows, the markets force miscreant^⑭ governments back into line. Nor is there a place any longer for the big lending

于全球的新兴力量正挑战着旧秩序，老牌国家的利益似乎与一些雄心勃勃国家的利益产生了冲突。

尽管联合国有着明显的缺点（更多情况是各国政府的过错，而非它本身的官僚主义），但它仍是国际合法性的必要来源。在精简其臃肿的机构，以及扩大安理会常任理事国数量这一关键问题上，还有大量工作要做。这会花费太长时间。但如果联合国不存在，我们还是必须创建一个联合国。

不能一概而论所有的战后机构。本周早些时候，英国央行总裁金恩呼吁对国际货币基金组织进行彻底改革。国际货币基金组织是布雷顿森林体系的两大支柱之一（另一支柱是世界银行），长期以来，都被视为全球经济体系的守护者。总体而言，它的影响力一直都比较良好，虽然也有例外。但它已跟不上现今社会的发展形势了。

它对固定汇率体系的监管功能，随着浮动汇率的到来而成了历史。在资本自由流动时代，市场迫使不守规矩的政府重新循规蹈矩。再也没有地方需要大规模借贷项目



words

⑪ incumbent /ɪn'kʌmbənt/ *n, adj* 现任者、在职者

例 The incumbent president might be impeached on charges of bribery and misdemeanors.
现任总统可能因受贿及行为不检两项罪名遭到弹劾。

⑫ manifest /'mænɪfɪst/ *adj* 清楚的、明白的

例 The program's manifest weaknesses are as plain as the nose on your face. 此计划的缺点显而易见。

⑬ bureaucracy /'bjʊ'rɒkrəsi/ *n* 官僚政治、官僚主义

例 France has a very powerful centralized bureaucracy. 法国拥有强而有力的中央集权官僚体系。

⑭ miscreant /'mɪskrɪənt/ *adj, n* 无赖的、极恶的

programmes once used to advance IMF orthodoxies¹⁵ in the developing world. *Yet the Fund, with its expensive bureaucracy and a power structure decades out of date, plods¹⁶ along as if nothing much has changed.* Mr King wants it redesigned (and, by implication, greatly slimmed down¹⁷). Global markets, he says, still need rules and the huge imbalances in the world economy demand governments pay closer heed¹⁸ to the wider impact of national policies.

A more ruthless approach would close it down. The Fund's remaining functions could be largely transferred to forums such as the World Bank and the **Organisation for Economic Co-operation and Development**. *If sentimentality demands the IMF nameplate be preserved, it should be as the badge for a small secretariat serving a new club to replace the present Group of Eight nations.*

The G8 was originally conceived as a forum for **fireside chats** between leaders of big western democracies. It has been left behind by political and economic change. This year its summit will be chaired by Vladimir Putin. Needless to say, democracy and the rule of law are not overly high on the Russian president's agenda.

True, Russia is still excluded when finance ministers of the other seven nations meet to discuss the world economy and exchange

了,而这些项目一度被国际货币基金组织用于提高其在发展中国家的正统地位。该组织的官僚主义成本高昂,其权力结构也已过了几十年,然而它却还是蜗步前行,好像世界没有多大改变一样。金恩先生希望它被重新设计(并暗示要大大精简)。他表示,全球市场仍然需要规则,而且世界经济的巨大失衡,也需要各国政府更密切注意国家政策的大范围影响。

更为无情的做法是关掉它。基金组织的大部分剩余职能,可以移交给世界银行和经合组织等机构。如果感情上需要保留国际货币基金组织的招牌,它应当成为一个小小的秘书处,为替代目前八国集团的新俱乐部效力。

八国集团最初被构想为一个论坛,供西方民主大国的领导人进行炉边谈话。但政治与经济的变化超越了它的初衷。今年的八国集团峰会将由俄国总统普京担任主席。不必说,在俄罗斯总统的议事日程上,民主与法治不是什么要务。

确实,当其他七国财长开会讨论世界经济和汇率问题时,俄罗斯仍被排除在外。但



words

15 **orthodoxy** /'ɔ:θə,dɒksɪ/ *n* 正统, 正宗

例 The current orthodoxy in English Language Teaching is the student-centered approach.

目前英语教学中的正宗是以学生为中心的教学法。

16 **plod** /pləd/ *vi* 沉重缓慢地走; 埋头从事

例 They plodded through the mud to reach the riverbank. 他们缓慢穿越泥泞到达河岸。

例 He is plodding along / on with his novel. 他埋头阅读他的小说。

17 **slim down** /slɪm daʊn/ *ph* 减重; 缩减

例 The manufacturing industry on the island has slimmed down. 岛上的制造业已经减少。

18 **heed** /hi:d/ *n, vt* 留心, 注意 pay heed to = take heed of 注意

rates. But so too are China, India and the other rising economic powers whose decisions are central to the overall stability of the economic system. If a serious effort is to be made to tackle economic imbalances these countries must have a seat at the table.

Suggest this to policymakers and they will shake their heads. It is all too difficult. The old powers will always refuse to give way to the new—witness the deadlock¹⁹ over expansion of the Security Council. Better, the policymakers sigh, to make ad hoc²⁰ adjustments to existing organisations and to build new, informal groupings alongside them.

Things anyway, they will add, are not that bad. Negotiations with Iran about its nuclear programme have seen India and Germany join the five permanent Security Council members in an informal group. NATO has extended its reach beyond Europe. And, for all its present crisis of confidence, the European Union has expanded eastwards.

All true. But the process of twisting and manipulating existing institutions to changed circumstance has limits. Someone said to me the other day that the US administration wants Nato to abandon entirely its geographical remit and throw open its doors to Japan, Australia and the like. As it happens, I can see a case for a new, security-orientated organisation. But it would not be called NATO.

Globalisation should be a friend to **multilateralism**. Interdependence increases the value of the **public goods** that flow from international institutions. But it does not always seem so. Governments who see their authority under threat from the

中国、印度和其他崛起经济强国也是如此，这些国家的决定对经济体系的总体稳定非常重要。如果要认真解决经济失衡的问题，这些国家必须在谈判桌上占有一席之地。

如果向决策者们这样建言，他们会摇头反对。那样做实在太难了。老牌强国总是会拒绝让路给新势力，在安理会扩大问题上的僵局就是例证。决策者叹息道，最好是对现有机构进行就事论事的调整，同时建立新的非正式团体。

他们还会说，事情无论如何还没那么糟。在与伊朗就核武器项目问题谈判时，印度和德国加入了安理会五大常任理事国，一起组成了非正式团体。北约的拓展范围已经超出了欧洲。尽管欧盟现在存在种种信任危机，但它已经东扩。

这些都是事实。但改变并操纵现有机构去适应已改变的环境是有限度的。前几天有人对我说，美国政府想让北约完全放弃其地理范围限制，向日本、澳大利亚等国敞开大门。如果那样，我有理由相信会出现一个以安全为导向的新组织。但这个组织将不会叫作北约。

全球化应该成为多边主义的朋友。互相依赖提高了国际机构提供的公共物品的价值。但似乎并非总是如此。如果政府发现，它们的权力因国界的逐步消失而受到了威胁，



words

19 **deadlock** /'ded,lak/ *n* 僵局

例 Hopes of breaking the political deadlock are fading. 打破政治僵局的希望正在消失。

20 **ad hoc** /'æd'hak/ *adj, adv* 特别的、特别地

例 Members of the board are elected on an ad hoc basis. 董事会成员是应特殊情况选举所产生的。

erosion of national borders become more reluctant to cede²¹ even notional sovereignty²² to global organisations. Too often, multilateralism is viewed, wrongly, as a zero-sum game in which a gain for one player must imply losses for others.

Nor should we blithely assume that economic interdependence has inoculated²³ the world against national rivalries. History teaches us that economic self-interest is a feeble shield against nationalist passions.

All these tensions are magnified²⁴ by the growing sense among the world's rising powers that the founders of the clubs—above all, of course, the US—are intent on excluding them. Yet the system will survive only if the outsiders, most obviously China and India, but others too such as Brazil and South Africa, are given an appropriate stake²⁵. Power, if you like, in return for allegiance. The way to safeguard the postwar settlement is to reshape it fundamentally.

它们会变得连名义主权也不想对国际组织让步。多边主义常常被错误地看作零和游戏：一方获利必定意味着其他各方受损。

我们也不应该轻率地认为，经济上的相互依赖已使世界免受国家对立的影响。历史告诉我们，经济上的自利只是一道脆弱的屏障，无法阻挡民族主义热潮。

崛起中的世界强国日益感受到，这些俱乐部的创始国（当然首先是美国）都意图把它们排除在外。这种感觉加大了目前所有这些紧张局面。然而，只有局外人得到了适当的权力，体系才能生存下来。最明显的局外人是中国和印度，但巴西和南非等国也该算在内。用权力来换取忠诚，如果你愿意的话。维护战后格局的方法是从根本上重塑这一格局。

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words

21 cede /sid/ vt 割让、让渡

例 Taiwan was ceded to Japan in 1895 under the terms of the Treaty of Shimonoseki.
台湾于1895年《马关条约》中割让给日本。

22 sovereignty /'sɒvrɪnti/ n 主权、统治权

例 There is a dispute between Republic of Korea and Japan over the sovereignty of the islands.
韩国与日本之间对这些岛屿的主权有争议。

23 inoculate /ɪ'nɒkjə,leɪ/ vt 预防接种 inoculate sb. against sth. 免受…伤害

24 magnify /'mæɡnə,faɪ/ vt 放大、扩大、夸大

例 The candidates in elections have a tendency to magnify the importance of their achievements.
选举中的候选人倾向于放大自身成就的重要性。

25 stake /steɪk/ n 股份；利害关系

例 Employers have a stake in the training of their staff.
员工的培训和雇主有很大的利害关系。

单词倍增

* 前缀 multi = many, much (多的)

multilateral = multi (many) + later (side) + al (形容词词尾) = 多边的

multilingual = multi (many) + ling (language) + al (形容词词尾) = 多语的

练习 ① _____ multiply = multi (many) + ply (to fold: 重叠)
= (A) 增加 (B) 多产 (C) 群众

* 前缀 post = after, behind (之后)

postwar = post (after) + war (战争) = 战后的

postpone = post (after) + pone (to put) = 延后 (放在后面)

练习 ② _____ postscript = post (after) + script (to write)
= (A) 后裔 (B) 后门 (C) 后记; 附笔

* 前缀 retro = backward (往后的)

retrospect = retro (backward) + spect (to look) = 回顾

练习 ③ _____ retrogress = retro (backward) + gress (to walk)
= (A) 反作用 (B) 退化 (C) 交还

* 前缀 omni = all (全)

omnipotent = omni (all) + potent (powerful) = 全能的

omniscient = omni (all) + scient (knowing) = 全知的、无所不知的

练习 ④ _____ omnivorous = omni (all) + vor (to eat) + ous (形容词词尾)
= (A) 肉食性的 (B) 杂食性的 (C) 草食性的

* 前缀 circum, circu = around, round about (环绕, 在...周围)

circumstance = circum (around) + stan (to stand) + ce (名词词尾) = 环境; 情况

circulate = circul (around, circle) + ate (动词词尾) = 流通

练习 ⑤ _____ circumspect = circum (around) + spect (to look)
= (A) 周围的 (B) 偶然的 (C) 慎重的

练习 ⑥ _____ circumcise = circum (around) + cise (to cut)
= (A) 散布 (B) 行割礼 (C) 巡回

句型解析

1 How different things might have been if the US defence secretary had shown such laudable realism a little earlier.

本句为一复合句，其中带有由if引导的条件状语从句，had shown（过去完成式）是与过去事实相反的假设，而主句how different ...只是一个感叹句。整句分析如下：

How different things might have been if the US defence secretary had

主句（感叹句）

if条件状语从句，had+p.p过去完成式表示与过去事实相反的假设

shown such laudable realism a little earlier.

接着补充关于if的虚拟语态基本用法：（请记熟句子，再反推公式）

① 与现在事实相反的假设，其公式为

If + S + 动词的过去式（be动词一律用were）..., S + (would, could, should, might) + 原形动词...

例 If I had money, I would buy you a diamond ring.

如果我有钱，我会买颗钻戒给你。→ 事实是没钱，所以无法买钻戒给你。

例 If I were a bird, I could fly.

如果我是只鸟，我就能飞上天。→ 事实上我不是鸟，所以不能飞。

② 与过去事实相反的假设，其公式为

If + S + had p.p（过去完成式）..., S + (would, could, should, might) + have p.p...

例 If I had studied hard, I would have passed the test last year.

如果我先前努力念书的话，去年考试就过了。→ 事实上我去年没努力念书，所以考试没过。

③ 与未来事实相反的假设，其公式为

If + S + were to + 原形动词..., S + (would, could, should, might) + 原形动词...

例 If the sun were to rise in the west tomorrow, my daughter would marry you.

如果太阳明天打西边升起，我女儿就嫁给你。→ 事实是明天太阳根本不可能从西边升起，所以我女儿不会嫁给你。

④ 表示万一的可能性，其公式为

If + S + should + 原形动词..., 祈使句 / (shall, can, will, may) + 原形动词 / (would, could, should, might) + 原形动词...

例 If you should have any questions, feel free to call us.

万一您有问题，请来电。→ 事实是应该不会有问题，但万一有的话，请拨电话。

再补充感叹句的用法。感叹句可以用how或what来表示，请看以下例句（请注意其中差异）：

例 What a handsome man he is!（他是位多英俊的男士啊!）

例 How beautiful a lady she is!（她是位多美丽的女士啊!）

2 As we saw last year in the failed attempt to secure radical reform of the United Nations, the interests of incumbents seem to clash with those of aspirants as the world's rising powers challenge the old order.

本句亦为一复合句，内含两个as所引导的从句，分别是表示状况及时间的状语从句。整句分析如下：

As we saw last year in the failed attempt to secure radical reform of the

as引导表示状况的状语从句，译作“如同”

United Nations, the interests of incumbents seem to clash with those of

主句

aspirants as the world's rising powers challenge the old order.

as引导表示时间的状语从句，意指“当…的时候”

as除可引导表示时间及状况两种状语从句外，还可引导表示原因（作“因为”解释）、比较（作“与…一样”解释）及让步（作“虽然”解释）等三种状语从句，判断方式需要依句意而定。

3 If the UN did not exist, we would have to invent it.

本句为一复合句，if引导表示与现在事实相反的条件状语从句，简析如下：

If the UN did not exist, we would have to invent it.

if引导条件状语从句

主句