

普通高等教育国家“十五”规划教材配套用书
与《大学体验英语高级教程（上）》配套使用



大学体验英语

高级教程(上)

学练考

主审 黄约法

主编 何建乐



高等教育出版社
Higher Education Press

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前 言

《大学体验英语高级教程(上)学练考》是为使用《大学体验英语高级教程(上)》(Experiencing English—Advanced Course I)的广大师生而编写的教学辅助用书。本书是基于实际教学需求,结合了多位一线教师的授课经验编写而成的。作为教学辅助用书,本书主要是从教师的教学准备和学生自学这两个方面出发,内容包括:1. 每个模块的学习目的和要求;2. 与本模块阅读篇章内容有关的材料;3. 阅读篇章的注释;4. 有关练习的答案及简要注释;5. 拓展练习的参考要点;6. 阅读篇章的参考译文;7. Data File 的注释。

本书对阅读篇章的词汇注释采用英汉结合的方式处理,目的是让使用本书的学生习惯通过英语解释而确切理解词汇在具体文章中的意义。对于多项词汇选择题,除给出答案(每道题给出的第一项)外,还对学生可能会有学习困难的词汇选项加以简要说明。

为了检查学生学习主干教材之后在读写方面的学习效果,本书还提供数套学生自测练习(Self-test)。这些自测练习对巩固主干教材所学常用词汇、提高阅读理解能力和培养学生使用工具书的能力等都会起到一定作用。

本书的编写得到了绍兴越秀外国语学院领导和高等教育出版社以及众多同行的大力支持、关心和帮助,编者在此表示衷心的感谢。

编者希望本书能给使用该教材的广大师生带来方便,并热切希望对本书的不足之处提出改进意见和建议。

编 者
2007 年 7 月

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Module 1

The Product Is You!

I Learning Objectives

In this module students will learn some basic ideas about presenting themselves, along with products and companies. They will first design a poster to inform their classmates about themselves. After that, they will practice some of the skills used in making a good presentation.

After learning this module, students are required to:

1. be familiar with the basic skills of presentation;
2. be able to give a presentation of themselves or a product;
3. be able to design a business card and a logo of a company;
4. be able to design a poster to introduce a company;
5. be able to use the following words and expressions:

to attribute. . . to	to make a commitment	to contribute. . . to	to embody
to prosper	security	to be vulnerable (to)	to emerge
projected	to take. . . to heart	to benchmark (against)	to deliver
to identify	to be composed of	to be consistent with	

II About a Logo

What Does Your Logo Say About You?

Much of marketing is concerned with a company's image, both on an individual product level and for the corporation as a whole. One way businesses do this is through their logo and their corporate identity. Every company and every branded product or service needs a logo for this purpose. Your logo should mean something to your customers; it should convey a message about your company and your offerings.

When designing a logo, try to present your company's values visually. Be prepared to discuss your company's values, as this will help to develop your logo. Once you have a good idea of the image you hope to portray, you can use fonts(字形, 字体), color, layout, size, pictures, and design patterns to

convey this to your customers.

To be a good logo designer, you have to know that some images require a sense of movement in the logo design, while some need the strength of heavy block lettering. Logos for products for infants, for example, would be best served with soft pastels and lines that are rhythmic and flowing rather than having sharp angles. Knowing the relative weight of each factor, you can then create a logo that will catch the public eye and imagination and sends a subliminal message(潜在信息) about your company's image. You will permanently imprint the logo on the memory of your customers.

III Discussion of the Reading Texts

Message from the President (pp. 20~21)

1. vision *n.*

1) ability to view a problem; foresight and wisdom in planning 观察力; 想像力; 远见; 洞察力

e. g. We need someone with real vision to lead the party.

我们需要具有真知灼见的人来领导这个党。

2) power of seeing; sight 视力

e. g. I've had my eyes tested and the report says that my vision is perfect.

我的眼睛检查过了, 检查报告说我的视力非常好。

3) what is seen on a TV or cinema screen; picture 图像

e. g. We get good vision but poor sound on this set.

这台电视机图像清晰, 但声音不好。

2. articulate

1) *v.* to express or state clearly 清楚明白地说

e. g. She articulates so clearly for a ten-year-old.

对一个 10 岁的孩子来说, 她的表达能力是非常强的。

I'm a little deaf, please articulate your words carefully.

我有些耳聋, 请把话仔细地说清楚。

2) *adj.* able to express your thoughts and ideas clearly and effectively 能表达清楚的

e. g. She's an articulate speaker.

3. **constituency:** *n.* a group of people with similar attitudes or interests who are likely to support a particular idea or buy a particular product (一批)拥护者, (一批)赞助者; (一批)顾客

e. g. Mr. Jones has a natural constituency among steel workers.

琼斯先生在钢铁工人中有一批支持者。

4. **The Shape of Things to Come:** the type of situation you can expect in the future 将来的发展方向

e. g. They claim that this new technology is the shape of things to come.

他们声称, 这种新技术就是将来事物发展的方向。

5. commitment *n.*

1) something one has promised to do; pledge 委托, 实行; 承诺; 保证

e. g. His political commitment is only skin-deep.

他政治上的承诺只是表面文章。

2) state of being dedicated or devoted 致力, 献身

e. g. We are looking for someone with a real sense of commitment to the job.

我们正寻找愿献身于这份工作的人。

6. **embody** *v.*

1) to represent or express something abstract in tangible form (使)体现, (使)具体化

e. g. She embodies her principles in her behavior.

她把自己的原则体现在行动中。

2) to include or contain 包含

e. g. The latest computer model embodies many new features.

最新型的计算机具备许多新功能。

7. **consolidate** *v.*

1) to combine several small things, especially companies or organizations, into one large unit
(公司, 机构)合并(联合)

e. g. to consolidate several small farms into a large ranch 把几个小农场合并成一个大牧场

2) to make the power, position, or achievements you already have stronger or more effective
so they are likely to continue 巩固, 加强

e. g. The company is consolidating its hold on technology.

8. **EMU**: Economic and Monetary Union (欧洲)经济与货币联盟

9. **vulnerable (to)**: *adj.* that can be hurt, wounded or injured 易受伤害, 损坏; 易受攻击, 责难等

e. g. The government should help the most vulnerable groups in our society.

政府应该帮助弱势群体。

This procedure has improved, but it is still vulnerable to criticism.

10. **scrutiny**: *n.* the act of examining something carefully or thoroughly 仔细而彻底地检查

e. g. Careful scrutiny of the company's accounts revealed a whole series of errors.

Their activities have come under police scrutiny.

11. **outperform**: *v.* be better than something else; do something better than someone or something else 超过

e. g. His knowledge of history outperforms mine.

他的历史知识超过我。

These planes outperformed their foreign competitors.

这些飞机的性能超过外国竞争对手的飞机。

(**Note**: "out-", as a prefix, can be used with many verbs, nouns and adjectives, meaning bigger, better, greater, longer, further, etc. than someone or something else. Students are advised to refer to dictionaries for more examples.)

12. **top-notch**: *adj.* (informal) very high in quality 最好的; 一流的

e. g. a top-notch university

European Ambition 2000 (pp. 21~23)

13. **vibrant**: *adj.* lively and exciting 充满生气的; 活跃的

e. g. a vibrant city; a strong vibrant market economy

Shanghai is becoming a vibrant, fascinating city.

上海正在变成一个富有活力的迷人城市。

14. **GDP**: gross domestic product 国内生产总值
Cf. **GNP**: gross national product 国民生产总值
15. **benchmark**: v. to provide a standard that something can be judged by 以……为基准/标准
16. **identify with (something)**: 认为与某事物有关系,把……与某事物联系起来
e. g. We require an environment in which employees identify closely with the success of the company.
我们需要一个员工们能将他们自己与公司的成就紧密地联系在一起的环境。
17. **contribute (to)**: v. to help to make something happen 引起
e. g. Air pollution contributes to respiratory diseases.
空气污染会引起呼吸道疾病。
The scandal certainly contributed to their defeat in last election.
肯定是丑闻导致他们上次选举失败的。

IV Working on Your Presentation Style (pp. 9~10)

A. Development of your presentation

1. Analyze the audience.
2. Begin with an attention getter.
3. Preview the main points of your talk.
4. Limit the discussion to no more than three points.
5. Explain who, what, when, where, why, and how.
6. In longer presentations, include previews and summaries as you go along.
7. Close by reviewing your main points and making a memorable statement.

B. Visual aids

1. Use visual aids to show how things look, work or relate to each other.
2. Use visual aids to highlight important information.
3. Use visual aids to create interest.
4. Select appropriate visual aids.
 - a. Use flipcharts, boards, or transparencies for small, informal groups.
 - b. Use slides or films for major occasions and large groups.
5. Limit each visual aid to three or four graphed lines or five or six points.
6. Use short phrases.
7. Use large readable type.
8. Keep charts and graphs simple.
9. Make sure the equipment works.

C. Delivery

1. Establish eye contact.
2. Speak clearly and distinctly.
3. Do not go too fast.
4. Be sure everyone can hear.

5. Speak in your natural style.
6. Stand up straight.
7. Use gestures in an appropriate and natural way.
8. Encourage questions.
 - a. Allow questions during the presentation if the group is small.
 - b. Ask the audience to hold their questions until the end if the group is large or hostile.
9. Respond to questions without getting sidetracked.
10. Maintain control of your feelings in spite of criticism.

V Language Activities (pp. 14~17)

A. Study the language related to companies and company activities.

Abbreviation	Meaning	Explanation
JIT	just-in-time	(公司为减少原材料等物品的库存,必要时才进货的) 适时的;零库存(的)
PLC	public limited company	(英国)公开股份有限公司
ISO	International Standards Organization	国际标准化组织
CNC	computer numerical control	计算机数码控制
AGV	auto guided vehicles	自动制导车辆
CIM	cryptographic information management	密码信息管理

B. Complete the following graph according to the passage "Message from the President".

- 1st: We needed to link it very directly to the European environment of unification, its attendant increased competitiveness and industry consolidation. (Para. 4)
- 2nd: Our ambition had to be based on outperforming our competition. (Para. 5)
- 3rd: Our ambition had to stress the need for increased productivity and responsiveness. (Para. 6)
- 4th: Our ambition had to emphasize employee ownership — in a broad sense, not only as shareholders. (Para. 7)
- 5th: Business Excellence provides the framework for running our businesses. (Para. 8)

C. Tell if each of the following statements is TRUE (T), FALSE (F) or an INFERENCE (I) according to the passages "Message from the President" and European Ambition 2000.

1. F—(Para. 1) The president says "Honeywell's vision for our operations in Europe, Middle East and Africa has been clearly articulated for our shareholders... None of these constituencies should be uncertain about any aspect of our vision for the future."
2. I—The "message" does not state it clearly, but we can infer from what is said that a plan, no matter how ambitious it may be, can be realized only by the joint efforts of all the employees in the company. The last paragraph also implies this idea.
3. I—The last sentence in the first paragraph: In addition our vision for... must fully support our

global ambitions, because we are such an integral and significant part of... “The constituencies” refers to “the shareholders, customers and employees”. The importance of their efforts and support is self-evident.

4. F—They (Honeywell Europe, Middle East and Africa) are an integral and significant part of Honeywell Inc. ; they are equally important.
5. T—Line 8, the first paragraph... our global ambitions...
6. F—The second paragraph:... to paint a crystal-clear picture — “The Shape of Things to Come” —of the future state we will create.
7. T—The third paragraph
8. T—“The Shape of Things to Come” means “the type of situation you can expect in the future”. In this context, “the bright future of the company”.
9. F—Para. 2, p. 22
10. F—(Para. 4, p. 22) The companies we have chosen to benchmark are all good companies. We have set our target to outperform them... (Note the meaning of “to benchmark”.)
11. T—(Para. 7, p. 22) What a powerful combination we have when all of those businesses are driven by the entrepreneurial spirit of smaller independent companies while enjoying the resources and scale of our large corporation.
12. T—(Para. 8, p. 22) We are also implementing a standard employee opinion survey across the region. This is enabling us to obtain feedback on important subjects from our employees, and will direct...

D. Choose the definition from Column B that best matches the word in Column A.

1. e 2. j 3. a 4. g 5. h 6. f 7. c 8. d 9. b 10. i

E. Crossword puzzles.

Across

3. scrutiny
5. objective
6. strategic
7. potential

Down

1. efficient
2. illustrate
4. mould

F. Complete the following sentences with the words given below.

- | | | | |
|---------------|----------------|---------------------------|---------------|
| 1. commitment | 2. articulated | 3. criterion | 4. embodies |
| 5. objective | 6. via | 7. attributes/ attributed | 8. integral |
| 9. merged | 10. scrutiny | 11. credibility | 12. prospered |

VI Extended Activities

Activity 1: Designing a poster or a logo

Ask your students to read an introduction to a company which appears on Page 117, and then work in groups of 3 or 4 and design a poster or a logo for the company. After that, have students exchange information with their partners.

An effective poster will help you to get your main point(s) across to as many people as possible. Here are some tips for students to make an effective poster.

An effective poster should be:

Focused: Focused on a single message.

Graphic: Let graphs and images tell the story; use text sparingly.

Ordered: Keep the sequence well-ordered and obvious.

Creating an effective poster requires planning, art, science, and attention to details.

Planning: Before starting work on your poster, consider message, space, budget, format (single sheet or multi-panel), and deadlines.

Focus: Stay focused on your message and keep it simple. Create a mock-up and dispense with unneeded details.

Layout: Use a clearly defined visual graph to move readers through your poster.

Headings: Use headings to orient readers and convey major points.

Graphics: Clear graphics should dominate your poster.

Text: Text should be minimized in favor of graphics, and large where used.

Colors: Colors can make a poster attractive and improve readability, but be aware of different implications of color in different cultures.

Editing: Edit ruthlessly to reduce the amount of text and focus on a results-oriented message.

Software: There are many packages you can use to create your poster. Make the best of your computer.

Here is a sample poster based on the text:

Yangzhou Jianghai Stationery Co., Ltd.

Artist Brush Maker

Yangzhou Jianghai Stationery Co., Ltd makes artist brushes for oil painting, watercolor painting, painting gouache and cosmetic brushes, broadly used in the fields of painting and calligraphy, arts and crafts, advertising and decorating, medicine, pottery, food industry and so on. With an annual output of 42,000,000 brushes covering 8 categories and nearly 1,000 articles, the products have been exported to over 50 countries and regions in Europe, America, Asia and the Middle East.

Advanced technology and equipment on show to visitors

Computerized management

Professional research

Process quality control systems

Employees with the company—500 experienced workers; over 100 technicians

Company's concern—quality, variety, clients and market.

The company regards good quality as its life.

Activity 2: Analyzing company annual reports

Ask your students to read the article “A Message from the Chairman” (pp. 118~121), make use

of the worksheet “Analyzing Company Annual Reports” (p. 24) and then in groups of 3 or 4 analyze the annual report of Ford Motor Company.

The following is for your reference.

1. What is the message of the whole statement?

It is about the company's past performance and its driving innovation: The Way Forward, including how they will do that.

2. What is said about past performance?

The company was solidly profitable and growing around the world in 2005. But when William Clay Ford, Jr. took over as CEO at the end of 2001, Ford Motor Company was unprofitable, losing more than 5 billion dollars that year. In 2002, they launched a major effort to revitalize their company. They took a number of important steps in 2005. To strengthen the balance sheet and cut costs, they sold the Hertz Corporation and restructured their agreement with Visteon (their parts supplier spin-off). They reached an agreement with the UAW that would help them reduce health care costs in a reasonable way. They began a major rationalization of their supplier base.

3. How are future events seen — positively or negatively? How is this expressed?

But the market conditions they confronted are no longer what they used to be. They are facing a turning point in the industry: the automotive business had shifted to full-scale global competition. The price of gasoline keeps rising and environmental pollution has to be minimized. It is time for the company to take a bold new approach to meet the challenge. A more far-sighted approach taken to create shareholder value; focus on long-term goals of building brands and customers; Innovation to be accelerated, because the history of Ford is a history of innovation, which is its legacy. “The company was founded by an innovator”. Innovation is the driving force of the company. “We have more great products on the way. We have a comprehensive and realistic plan to move us forward. And we have the dedicated and talented people of Ford Motor Company determined to deliver outstanding results, all of which gives me great confidence in our future.”

VII 参考译文

1. LX(p. 18)

莱克斯汽车租赁公司

提供合同汽车租赁服务

莱克斯汽车租赁公司是英国居领头羊地位的公务车专业服务公司,它向公务车使用者提供全面优质的服务。公司已运营 36 年,由莱克斯股份有限公司和伦巴德中北股份有限公司共同拥有。公司通过其遍布英国的战略经营网点满足客户需求。本公司以合同租赁方式将大约 65 000 辆公务车出租给遍布英国的公司,并以其在全行业中树立的高标准服务而感到自豪。莱克斯汽车租赁公司以最新技术为依托,追求客户的认知度。正是这两个要素的成功结合使得本公司成为行业内第一家获得 ISO9000 认证的企业。本公司连续获得行业最佳服务奖,不断将注意力集中在改进服务上已成为本公司的企业文化。

向参观者展示的技术

电子邮件
电子数据交换
应用程序缩减

公司营业额: 2.6 亿

本处员工人数: 190 人, 仅为全公司的部分人员

2. RI (p. 18)

理光英国产品有限公司 生产办公自动化设备及用品

理光英国产品有限公司成立于 1984 年, 是理光集团在欧洲设立的第一家生产工厂。建立本公司是为了满足欧洲市场的需求, 其主要目的是, 在全面提升客户满意度的同时, 通过商业和社会活动, 促进人们的环境责任感, 努力为社会作贡献。本公司通过公司人员和新技术追求产品的最高质量。高技术白纸复印机的制造就是基于公司在光学、电子、化学处理和精密工程方面的专长。为了设计和制造未来的高级办公系统, 我们正在研发新技术, 以便适应不断变化的客户需求和环境问题。1993 年公司被授予至高无上的“女王环境成就奖”并获得了英国标准 BS5750 资格认证。

向参观者展示的技术

装配线
生产工厂
质量系统

公司营业额: 6 450 万

本处员工人数: 590 人, 仅为全公司的部分人员

3. TR (p. 19)

TR 紧固件有限公司 制造精密冷成型车削部件

TR 紧固件有限公司是一家有 22 年历史的公司, 其特尔福德分部创建于 1985 年, 起初是为电子行业生产精密冷成型和车削部件。

TR 紧固件有限公司特尔福德分部的客户基础包括一些一流的家庭用品公司, 其中有逾 40 家日资公司。终端用户涵盖计算机、打印机、音响、电视机、大型家用电器和汽车等行业。

本公司是公认的行业内最佳。我们深信, 这一令人羡慕的成就是在公司服务客户的坚实基础上取得的。

向参观者展示的技术

系列冷成型机器
计算机流程控制器
多轴车削机
全自动标准电子组件装配机

公司营业额: 4 100 万

本处员工人数: 65 人, 仅为全公司的部分人员

4. YA(p. 19)

山崎机械英国有限公司

制造机床

山崎公司在日本、美国和欧洲都建立了用以生产计算机数控机床的生产设备。位于伍斯特的欧洲工厂是最新最先进的。该厂主要的灵活制造系统用于加工棱柱型和旋转部件。托盘搬运,其中自动导引车系统和机器人装载等各种工件装载和运输系统被有机地整合在一起。工具监控和替换是全自动的,在任何时候可以同时操控 1 280 个工具。

厂内的其他设施包括温控的工作环境,洁净的工作间和自动化的仓储系统。激光技术被用来切割金属薄板部件,工件的装卸也是全自动的。厂内完全使用计算机辅助制造技术,用以太网传输数据,以光学纤维为传输媒介。本工厂的资本投资达 3 500 万,是世界上最先进的设施之一。

向参观者展示的技术

软性制造系统

全自动无人加工和金属薄板切割

装配——机床

自动导引车系统

本处员工人数: 320 人

5. Message from the President (pp. 20~23)

构筑远景

总裁寄语

霍尼韦尔公司在欧洲、中东和非洲业务运营的远景已经清晰地传递给我们的股东、我们的客户、我们的雇员、我们的战略合作伙伴和我们的商界。这些利益相关方之中不应有任何一方对我们未来远景规划的任何一方面有不确定的感觉。另外,霍尼韦尔公司在欧洲、中东和非洲业务运营的远景规划必须完全支持我们的全球雄心,因为我们是霍尼韦尔有限公司不可缺少的和重要的一部分。

我们创造“欧洲雄心 2000”这份规划的目标是要描绘一幅清晰透明的未来图景——“即将实现的蓝图”。为此,我们制订了实现这一目标的战略计划和支持这一战略的详细运营计划。我们都为我们的“欧洲雄心 2000”规划而感到激动和兴奋,因为它展示了我们强大的员工队伍、我们的关键合作伙伴、我们的领先技术和我们实现对客户的承诺的真实潜能。我们都怀着渴望的心情盼望着实现这一巨大潜力的时刻的到来。

“欧洲雄心 2000”必须体现某些对我们的商业成功起着极其关键作用的概念:

第一,我们需要把它与欧洲一体化的环境以及随之而来的不断激烈的竞争和行业整合直接联系在一起。欧洲市场的统一创造了史无前例的公司合并和兼并的市场,其中那些专注于本国市场的小公司显得尤其脆弱;在许多情况下,这些公司不是出售自己就是与更加强大的跨国公司合并。霍尼韦尔公司自 1992 年以来兼并了 47 家公司,从而直接受益于此;我们将继续致力于这一兼并活动。不断增长的降价压力促使我们的客户越来越多地向霍尼韦尔寻求提高运营效率和生产力的解决方案。但降价压力同样使得我们需要对我们自己的成本结构进行细致的检查。

第二,我们的雄心计划必须基于超越我们的竞争对手。我们的业绩目标不是基于我们的历史标准,甚至也不是基于今天的竞争标准。我们制订的目标是要跨越式地超越竞争对手预计的未来业绩。我们相信,如果在每一个价值增长点上的排名进入前 25%或前 50%,我们的综合业绩就将取得排名前 25%的地位。

第三,我们的雄心计划必须强调不断增长的生产力和快速的反映能力。这一概念是指,霍尼韦尔的业务

就是销售提高生产力和效率的技术。所以,在我们自己的业务运营中,我们需要作出榜样,展示出生产率和快速反应能力。这样,我们的客户就会相信我们能够向他们提供这些技术。

第四,我们的雄心计划必须强调员工的所有权——不仅仅是成为股东,而且是广义上的所有权。我们每个人必须将我们的计划和所取得的成果“放在心上”。我们都需要理解和分享我们作为一个公司所具有的巨大潜力以及这种潜力给我们带来的兴奋感,需要理解我们个人和团队的作用如何与我们的雄心计划紧密相连,并共同分享实现这一目标后所带来的收益。当然,霍尼韦尔股份所有权计划是与这些主题相一致的,我们的目标是到 2000 年底让至少半数的欧洲、中东和非洲雇员拥有霍尼韦尔股份。

最后,“追求卓越”为我们公司的运营提供了框架。始终如一地和彻底地使用“欧洲质量管理基金会”模式及其评估标准,使霍尼韦尔欧洲、中东和非洲地区分部为整个霍尼韦尔有限公司作出贡献,成为“最受钦佩”的公司。

我们现在知道了什么是“即将实现的蓝图”。我们希望发展壮大,我们也希望你们同我们一起发展。我们希望取得一流的财务业绩,我们也希望你们同我们一起繁荣昌盛。我们将把我们的雄心计划“放在心上”,我们也希望你们同我们一起“拥有”这一雄心。

威廉·M·赫普

总裁

霍尼韦尔欧洲、中东和非洲

欧洲雄心 2000

充分利用我们变幻莫测的市场所提供的机遇,通过超越对手,通过创新的解决方案和不断提高的效率,为我们的客户,也为霍尼韦尔创造一个具有竞争优势的未来。

- ◆ 2000 年销售额超过 30 亿美元
- ◆ 综合财务业绩排名进入前 25%
- ◆ 增加员工持股
- ◆ 追求卓越以取得“最受钦佩”的地位

● 2000 年销售额超过 30 亿美元

在过去的 3 年中,霍尼韦尔欧洲、中东和非洲的销售额以两位数的增长率健康增长,这一增速将一直持续到 2000 年。核心业务的增长举措将同新兼并和覆盖新地域的投资结合在一起。

1997 年,销售额增长了几乎 12%。其中仅仅核心业务的增长就达到 7.4%,也就是说,超过欧洲 GDP 增长的 3 倍。在此基础上,我们通过兼并使增长率的提高又超过了 4 个百分点。在这一年当中,我们还成功地完成了 5 项重要而具有战略意义的交易。

除兼并之外,地域增长将持续地成为一项重要任务。仅仅在 1998 年,我们的计划中就确定了增加在罗马尼亚、希腊、阿尔及利亚、卡塔尔、哈萨克斯坦和乌兹别克斯坦的投资。

● 综合财务业绩排名进入前 25%

兼并和新地域拓展所需的投资将由公司内部创造的卓越业绩提供资金。“欧洲雄心 2000”规划包含 7 个价值增长点,我们以此为基准,将我们的业绩与同等地位公司目前和预计的业绩进行了比较。这 7 个价值增长点是:

- ◆ 销售增长率
- ◆ 营运利润率
- ◆ 营运资金率
- ◆ 净收益增长率

- ◆ 投资回报率
- ◆ 营运现金流率
- ◆ 所得税费用率

我们所选择的作为基准加以比较的公司均为业绩优良的公司。我们制订的目标就是要超越他们,使每一个价值增长点的排名进入前 25% 或前 50%。这样,当我们把这些增长点综合起来,我们所创造的全面价值将在这些公司中处于一流水平。

◆ 增加员工持股

“欧洲雄心 2000”规划要求所有员工鼎力支持并全身心地投入。我们需要这样一种环境,需要员工们将他们自己与公司的成就紧密地联系在一起,为公司的成就而感到自豪,并且知道我们正在为公司的成功贡献力量。

我们所谓的“所有权”是从广义上来说的——在思考问题和采取行动时带有紧迫感,仿佛自己的投资处于成败关头。我们公司由许多业务组成。如果所有这些业务既有独立的小公司的企业家精神,又能享有大公司的资源和规模优势,这将是一种多么强大的组合!

我们正采取若干措施来创造这一所有权文化。其中关键的一条措施是,通过让员工在公司内购买公司股份让员工有机会亲身分享由霍尼韦尔全面成功所创造的财富。“欧洲雄心 2000”的目标是要让至少 50% 雇员拥有霍尼韦尔股票。另外,我们正在区域内进行一项标准的员工意见调查。这将使我们从员工那里获得有关重要问题的反馈意见,并将当地管理层的注意力引向所关心的领域。最后,我们正努力工作,确保我们的激励机制恰当地集中于规定的优先事项,业绩衡量标准和表现水平上。

◆ 追求卓越以取得“最受钦佩”的地位

无论在哪里开展业务,我们都希望成为“最受钦佩”的公司。在欧洲,这意味着“欧洲质量管理基金会”的评估分数每年都要有显著的增长。“欧洲质量管理基金会”的评估标准与构成公司总体声誉的要素之间有着紧密的相关性。

增加我们的评估分数需要的不仅仅是创造卓越的业绩,而且还意味着需要具备一个真正“最受钦佩”公司的特质:

- ◆ 具有远见和期盼突破的领袖
- ◆ 以忠诚为基础的客户关系
- ◆ 拥有富于才干和充满活力的员工的横向组织结构
- ◆ 为客户创造价值的迅速和合理的工作流程
- ◆ 全面的业绩评估基准
- ◆ 超越同等地位公司的财务表现
- ◆ 以创新和战略实施为动力的可持续增长
- ◆ 作为竞争优势的良好的企业公民形象

Notes to Data File (pp. 118~121)

Passage 2 A Message from the Chairman

1. **driving:** *adj.* used about people or things that influence something strongly or make it happen
推进的
e. g. William was the driving force behind the business.
威廉是推动该公司发展的主要人物。
2. **solidly profitable:**
solid: *adj.* not superficial, genuine 殷实的;真正的