

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

总主编 / 翁凤翔 郭桂杭

# A Course of Advanced Business English

## 高级商务英语教程 2

主 编 / 白 桦



重庆大学出版社  
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# A Course of Advanced Business English

## 高级商务英语教程 2

主 编 / 白 桦

副主编 / 骆裴娅

编 者 / 赵平静



机械工业出版社

## 内 容 提 要

《高级商务英语教程2》的课文均取材于国内外权威报纸杂志,体现了世界范围内商务活动日新月异的变化。本教材的编写目的是:在进一步提升高年级学生实际语言运用能力和国际商务领域中的跨语言、跨文化、跨学科的交际能力的同时,重在培养学生针对现实商务活动和话题独立分析、解决问题的能力。

教材的各个环节实现了英语语言技能训练与商务专业知识学习的交叉与融合。该教材共12个单元,每个单元分为 Preview Activities, Intensive Reading, Supplementary Reading 三大部分。各单元内容分别涉及以下话题:商业伦理、文化创意产业、商界领袖、投资与风险管理、避税天堂与企业逃税、众筹、并购、电子商务、变革管理、企业与气候变化、中国的创造力、一带一路。

本教材适合于商务英语专业或英语专业(商务方向)大三学生使用,也可作为英语爱好者和从事国际商贸活动人士的参考教材。

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主 编 白 桦

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社址:重庆市沙坪坝区大学城西路 21 号

邮编:401331

电话:(023) 88617190 88617185(中小学)

传真:(023) 88617186 88617166

网址:<http://www.cqup.com.cn>

邮箱:fxk@cqup.com.cn(营销中心)

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# 总序

商务英语作为本科专业获得教育部批准进入我国大学本科教育基本目录已经好些年了。商务英语本科专业的身份与地位获得了我国官方和外语界的认可。迄今为止,据不完全统计,有300所左右的大学开设了商务英语本科专业。各种商务英语学术活动也开始活跃。商务英语专业与英语语言文学专业、翻译专业成为我国英语教学的“三驾马车”。商务英语教学在全国已经形成较大规模,正呈良性发展态势,越来越多的大学正在积极准备申报商务英语本科专业。可以预计,将来在我国,除了研究性大学外的大部分普通本科院校的外语学院都可能开设商务英语本科专业。这是大势所趋,因为随着我国改革开放和经济全球化、世界经济一体化进程的加快,各个融入经济一体化的国家和地区急需有扎实英语功底的,熟悉国际商务基本知识的,具备国际商务领域操作技能的跨文化商务交际复合型、应用性商务英语人才。

高校商务英语专业教育首先必须有充足的合格师资;其次,需要有合适的教材。目前,虽然市面上有很多商务英语教材,但是,完整的四年商务英语本科专业教材并不多。重庆大学出版社出版的商务英语本科专业系列教材一定程度上能满足当前商务英语本科专业的教学需要。

本套系列教材能基本满足商务英语本科专业1—4年级通常开设课程的需要。商务英语专业不是商务专业而是语言专业。所以,基础年级的教材仍然是英语语言学习教材。但是,与传统的英语语言文学专业教材不同的是:商务英语专业学生所学习的英语具有显著的国际商务特色。所以,本套教材特别注重商务英语本科专业教育的特点,在基础阶段的英语技能教材中融入了商务英语元素,让学生在学习普通英语的同时,接触一些基础的商务英语语汇,通过听、说、读、写、译等技能训练,熟悉掌握商务英语专业四级和八级考试词汇,熟悉基础的商务英语篇章,了解国际商务常识。

根据我国《高等学校商务英语本科专业教学质量国家标准》(以下简称《标准》),本套教材不仅包含一、二年级的基础教材,还包含高年级的继续夯实商务英语语言知识的教材,如《高级商务英语教程》1—3册等。此外,还包括英语语言文学专业学生所没有的突出商务英语本科专业特色的国际商务知识类教材,如《国际商务概论》《国际贸易实务》《国际贸易法》《市场营销》等。本套教材的总主编都是教育部商务英语专业教学协作组成员,参与了该《标准》的起草与制定,熟悉《标准》的要求,这为本套教材的质量提供了基本保障。此外,参与编写本套教材的主编及编者都是多年从事商务英语教学与研究的有经验的教师,因而,在教材的内容、体例、知识、练习以及辅助教材等方面,都充分考虑到了教材使用者的需求。教材的编写宗旨是:力求传授实用的商务英语知识和国际商务有关领域的知识,提高学生的商务英语综合素质

和跨文化商务交际能力以及思辨创新能力。

教材编写者考虑到了以后推出的全国商务英语本科专业四级和专业八级的考试要求。在教材的选材、练习、词汇等方面都尽可能与商务英语本科专业四级、八级考试对接。

本套教材特别适合培养复合型、应用性的商务英语人才的商务英语本科专业的学生使用,也可作为商务英语爱好者学习商务英语的教材。教材中若存在不当和疏漏之处,敬请专家、学者及教材使用者批评指正,以便我们不断修订完善。

翁凤翔

2016年3月

# 前 言

《高级商务英语教程》(*A Course of Advanced Business English*) 是为高等院校商务英语专业本科三、四年级学生编写的主干教材,由四川外国语大学商务英语学院教师编写而成。

《高等学校商务英语专业本科教学要求》指出:高等学校商务英语专业旨在培养具有扎实的英语基本功、宽阔的国际化视野、合理的国际商务知识与技能,掌握经济、管理和法学等相关学科的基本知识和理论,具备较高的人文素养和跨文化交际与沟通能力,能在国际环境中用英语从事商务、经贸、管理、金融、外事等工作的复合型英语人才。作为商务英语专业高年级的核心课程,《高级商务英语教程》在进一步提升高年级学生实际语言运用能力和国际商务领域中的跨语言、跨文化、跨学科的交际能力的同时,重在培养学生针对现实商务活动和话题进行独立分析、解决问题的能力。

《高级商务英语教程》保留了英语专业传统精读教材的精髓,以一课为一单元,每一单元的精读文本、听力材料、书面练习、案例分析与讨论和补充阅读文本都是围绕同一个主题,让学生能够更深入地了解相关话题和领域。教材的各个环节实现了英语语言技能训练与商务专业知识学习的交叉与融合,重在训练学生的综合英语技能和逻辑思维。

本书最大的特色在于突破重理论知识积累的传统学习模式,强调商务语篇下分析、解决问题的实践能力。在案例分析、评估、判断的基础上,提出解决问题的具体思路和方案。这种基于商务实践案例的学习将大大缩小学生自身素质与职场要求的差距,提高学生从事商务实际操作的应变能力,从而增强学生的就业竞争力。

《高级商务英语教程》共分3册,本书为第2册,总共12个单元。各单元内容分别涉及以下话题:商业伦理、文化创意产业、商界领袖、投资与风险管理、避税天堂与企业逃税、众筹、并购、电子商务、变革管理、企业与气候变化、中国的创造力、一带一路。课文材料均取自于近年国内外权威报刊杂志,体现了世界范围内商务活动日新月异的变化。

本套教材的编写得到了中国国际商务英语研究会副理事长翁凤翔教授、教育部高等学校商务英语专业教学协作组副组长郭桂杭教授的指导,以及四川外国语大学商务英语学院院长段伶俐教授的悉心关怀。同时,本书还受到了四川外国语大学“特色项目”的资金资助。在此,我们一并表示衷心的感谢。

编 者

2016年11月





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# UNIT

## 1

# Business Ethics

## Part I Preview Activities

### ► Pre-reading Questions

1. What is business ethics and what aspects does it cover?
2. Do you think companies should place high priority on business ethics? (Why? / Why not?)
3. Is it necessary for every company to have clearly stated business ethics? (Why? / Why not?)  
What corporate responsibility objectives should companies set for themselves?
4. What are the usual unethical behaviors in business activities?
5. Do you think emphasizing business ethics is contradictory to making profits? (Why?)
6. What are the differences in the interpretation of “business ethics” between China and western countries?

### ► Listening Comprehension

1. Fill in the blanks with words you have heard from the passage.

Business ethics is a system of accepted beliefs in business, which 1 based on the social moral values. It has been a very popular topic recently. More and more people, esp. CEOs in big companies, have realized the importance of business ethics for their business practices, because you can't cheat your customers forever and get away with it.

Corporate Social Responsibility (CSR) is the awareness that 2 and the consideration of the impact by firms in decision making. Socially responsible firms can be profitable while voluntarily engaging in activities beneficial to society. Society increasingly expects businesses to do more than just make profits. Social responsibility is a necessary part of doing business today. Companies must weigh the impact of their decisions on: consumers, 3. Successful businesses provide products that satisfy their customers' needs. They also shoulder responsibility to employees by 4, fair compensation, adequate benefits. When maximizing the investors' benefits, businesses should be responsible for the protection of the environment.

“There is one and only one social responsibility of business,” wrote Milton Friedman, a

Nobel prize-winning economist. “To use its resources and engage in activities designed to increase its profits.” New research suggests that CSR may create 5 for companies—at least when they are prosecuted for 6.

The largest firms in America and Britain together spend 7 on CSR, according to an estimate last year by EPG, a consulting firm. This could add value to their businesses in three ways. First, consumers may take CSR spending as a “signal” that a company’s products 8. Second, customers may be willing to buy a company’s products as 9 it helps. And third, through a more 10 whereby its good deeds earn it greater consideration from consumers and others.

## II. listen to the passage again and answer the following questions according to the passage.

1. What do Harrison Hong of Princeton University and Inessa Liskovich of the University of Texas intend to illustrate and argue in a recent paper? What did their study find out?
2. Paraphrase the sentence said by Mr. Hong in the passage, “We estimate that either eliminating a substantial labor rights concern, such as child labor, or increasing corporate giving by about 20% results in fines that generally are 40% lower than the typical punishment for bribing foreign officials.”
3. Are all forms of CSR created equal? What example is cited by the writer of the passage?
4. What did the study by Mr. Hong and Ms. Liskovich (not ) achieve?

## Part II Intensive Reading

### ► Text A

#### Valley of the Dudes

*Tech firms can banish sexism without sacrificing the culture that made them successful.*

By Joseph Schumpeter

(Excerpted from April, 2015, *Economist Business Review*)

On March 27th the California Superior Court gave Ellen Pao a chance to test one of Silicon Valley’s most cherished pieces of wisdom—that failure is a wonderful pedagogic opportunity. Ms. Pao lost her case for sexual discrimination against her former employer, Kleiner Perkins Caufield & Byers, a venture capital firm. But she succeeded in turning a spotlight on sexism in tech: the Valley has talked about little else since her trial began, and two other discrimination cases against Facebook and Twitter were launched while it was under way.

Silicon Valley likes to think of itself as the very embodiment of meritocracy. Its heroes are brainy entrepreneurs such as Peter Thiel and Mark Zuckerberg, who transform IQ points into dollars. More than half of its firms are founded by immigrants. However the spirit of meritocracy fades when it

comes to the female sex (as it also does in respect of some racial minorities). Silicon Valley has its share of high-profile women, such as Yahoo's Marissa Mayer, Facebook's Sheryl Sandberg and Hewlett-Packard's Meg Whitman. Yet about half of America's publicly traded technology companies including Twitter have all-male boards. Women's share of jobs in software and computing fell from 34% in 1990 to 27% in 2011. An analysis by the Kauffman foundation, which studies entrepreneurship, found that of high-technology firms created in 2004, only 1% were founded by women.

The venture capital business where Ms. Pao tried to make her career is the Valley's most macho corner. A study by Babson College showed that the proportion of female partners in American venture capital firms declined from 10% in 1999 to 6% in 2014. A survey by Fortune magazine found that only 42% of the partners of the 92 most successful firms are female.

The dearth of female tech leadership is partly a question of supply. In 1985 American universities awarded 37% of their undergraduate degrees in computer and information sciences to women; by 2010 it had fallen to just 18%. Yet in most other areas of higher education, women have made strong gains. There are now 140 women graduating from university for every 100 men. The number of women taking MBAs has increased five fold since the 1970s. And in American schools, girls have reached rough parity with boys in physics, mathematics and biology.

This suggests another explanation for the shortage of talent; culture. Critics of Silicon Valley argue that it is a boys' club—not only dominated by men but shaped by male-bonding rituals. It may be truer to say that it is two boys' clubs rolled into one—the frat-boy club of moneymen and the geek club of computer programmers. The jury in Ms. Pao's case were apparently not moved by her testimony that, among other "small indignities", women were excluded from a dinner with Al Gore on the excuse that they "kill the buzz". But it produced a slogan that high-tech women can rally behind. The Valley is in danger of being caught in a self-reinforcing cycle: a study by Paul Gompers of Harvard Business School shows that female venture capitalists under-perform their male colleagues by about 15% when there are only a few of them, but that the difference disappears when their numbers increase and they receive formal mentoring.

Some in the Valley had begun to make efforts to solve its sexism problem even before Ms. Pao filed her suit. Microsoft's Satya Nadella, Facebook's Mark Zuckerberg and Intel's Brian Krzanich had all made public commitments to diversity and appointed executives charged with improving it at their firms. Maxine Williams, Facebook's head of global diversity, is reforming its recruitment systems in a drive to eliminate bias. Mr. Krzanich has pledged that his company will be "fully representative of the diversity of the country's available talent" by 2020. Ms. Sandberg has led a campaign to encourage women to "lean in" at work—that is, not to be shrinking violets.

However, Ms. Pao's case has added urgency to the problem. Silicon Valley companies are busy recruiting human-resources advisers to make sure that they are not caught out in future legal cases. (For its part Kleiner Perkins acknowledged on hearing the verdict that, "There is no question that gender diversity in the workplace is an important issue.") The question is not whether the Valley

will take on the problem in the coming years, but how well it does so.

The biggest risk is that the Valley's leading figures simply outsource the problem to a bunch of "diversity consultants". However brilliant such folk are at identifying unconscious biases and concocting quota schemes, they may have little grasp of the virtues that turned the Valley, for all its faults, into the world's greatest centre of wealth creation. The danger is that if the job is left entirely to such outsiders, they will come up with a bureaucratic exercise that stifles the Valley's creativity; or a public-relations make over that does little to advance women's chances.

Boardrooms in many other industries have realized the strong business argument, as well as moral case, for giving women equal opportunities. What makes this a genuinely knotty problem in the Valley—one that needs the full attention of the tech industry's leaders—is that venture-capital partnerships like the tech startups they back, often work best when they are run by a tight-knit group of partners. At the moment, most such circles are all-male, and as Ms. Pao appears to have found, notwithstanding the verdict in her case, it is difficult for females to break into them. It is a lot harder to recruit the first woman to such a group than the second, third or fourth. The Valley's testosterone-infused culture needs to change so as to address this, without losing the esprit de corps that seems essential to success. That cannot be beyond the Valley's massive brains. As is noted recently, there is a war for talent among tech firms, neglecting half of the potential base is foolish.

## ► Topic-related Words and Expressions

**dude** *n.* 1. an informal form of address for a man 男人; 2. a man who is much concerned with his dress and appearance 花花公子, 纨绔子弟

**banish** *v.* expel from a community, group or a place of residence 驱逐, 放逐

**cherish** *v.* be fond of; be attached to 珍爱, 珍惜

**pedagogic** *adj.* of or related to the profession of teacher or the principles and methods of instruction 教师的, 教育学的

**discrimination** *n.* unfair treatment of a person or group on the basis of prejudice 歧视

**sexism** *n.* discriminatory or abusive behavior towards members of the opposite sex 性别歧视

**embodiment** *n.* a concrete representation of an otherwise nebulous concept 体现, 化身

**meritocracy** *n.* 1. a form of social system in which power goes to those with superior intellects 英才教育(制度); 2. the belief that rulers should be chosen for their superior abilities and not because of their wealth or birth 精英管理

**brainy** *n.* having or marked by unusual and impressive intelligence 有头脑的, 聪明的

**high-profile** *adj.* attracting much attention and publicity 高调的; 备受瞩目的; 知名度高的

**macho** *n.* a male exhibiting or characterized by machismo 强壮男子; *adj.* used of men; markedly masculine in appearance or manner 大男子汉气概的

**dearth** *n.* an acute insufficiency 缺乏

**parity** *n.* functional equality 同等; 相等

**male-bonding** *n.* the formation of a close personal relationship between men 男子情谊

- ritual** *n.* any customary observance or practice  
礼仪, 惯例
- geek** *n.* a person with an unusual or odd personality (俚) 极客, 即智力超群, 善于钻研但不懂与人交往的怪才
- testimony** *n.* 1. a solemn statement made under oath 证词; 2. something that serves as evidence 证据
- indignity** *n.* an affront to one's dignity or self-esteem 侮辱, 轻蔑
- rally** *v.* gather or bring together/ return to a former condition 团结; 恢复
- self-reinforcing** *adj.* 自我强化
- mentor** *v.* serve as a teacher or trusted counselor 指导
- eliminate** *v.* terminate or take out 消除
- bias** *n.* a partiality that prevents objective consideration of an issue or situation 偏见
- verdict** *n.* (law) the findings of a jury on issues of fact submitted to it for decision 裁决
- pledge** *n./v.* a binding commitment/promise solemnly and formally 保证, 承诺
- concoct** *v.* devise or invent 编造, 捏造
- stifle** *vt.* impair the respiration of... 使窒息, 扼杀
- knotty** *adj.* highly complex or intricate 棘手的, 难解决的
- startup** *n.* the act of setting in operation 启动, 开办
- tight-knit** *adj.* closely and firmly integrated 亲密的, 紧密的
- notwithstanding** *adv.* despite anything to the contrary 尽管, 仍然; *prep.* 尽管, 虽然
- testosterone** *n.* a potent androgenic hormone produced chiefly by the testes; responsible for the development of male secondary sex characteristics [生化] 睾酮, 睾丸素 (男性荷尔蒙的一种)
- infuse** *v.* to fill 灌输
- esprit de corps** *n.* the spirit of a group that makes the members want the group to succeed 团队精神
- frat boy** a person who is in, or has been in, a college fraternity ("frat" 大学兄弟会).
- lean in** 向前一步, 挺身而出

## ► Terms in the Text

- Silicon Valley:** A nickname for the southern portion of the San Francisco Bay Area in Northern California, United States. It is home to many of the world's largest high-tech corporations, as well as thousands of tech startup companies. The term originally referred to the large number of silicon chip innovators and manufacturers in the region, but eventually came to refer to all high tech businesses in the area, and is now generally used as a metonym for the American high-technology economic sector. 硅谷
- Ellen Pao:** Ellen Pao (born 1970) is an American lawyer and former interim chief executive officer of Internet company Reddit (红迪网). Pao was also previously a junior investing partner at Kleiner Perkins Caufield & Byers (凯鹏华盈) and a corporate director at Flip board. Having become widely known for filing a gender discrimination suit against former employer Kleiner Perkins in 2012, Pao has taken a vocal position on the need for more diversity in Silicon Valley. 鲍康如



3. **Kleiner Perkins Caufield & Byers (KPCB)** A venture capital firm located on Sand Hill Road in Menlo Park in Silicon Valley. The Wall Street Journal and other media have called it one of the “largest and most established” venture capital firms and by Dealbook as “one of Silicon Valley’s top venture capital providers.” KPCB specializes in investments in incubation(孵化) and early stage companies. Since its founding in 1972, Kleiner Perkins Caufield & Byers has backed entrepreneurs in more than 500 ventures and focused its global investments in three practice areas: digital, clean tech and life sciences. 凯鹏华盈
4. **Sexism**: Sexism or gender/sex discrimination is prejudice or discrimination based on a person’s sex or gender. Although sexism is especially documented as affecting women and girls, it can affect any gender. It has been linked to stereotypes and gender roles, and may include the belief that one sex or gender is intrinsically superior to another. Extreme sexism may foster sexual harassment, rape and other forms of sexual violence. (针对女性的)性别歧视, 男性至上主义
5. **Venture Capital**: Venture Capital (VC) is financial capital provided to early-stage, high-potential, growth startup companies. The venture capital fund earns money by owning equity in the companies it invests in, which usually have a novel technology or business model in high technology industries, such as biotechnology and IT. 风险投资, 创业投资
6. **Meg Whitman**: An American business executive and political candidate. She is the chairwoman, president, and chief executive officer of Hewlett-Packard (惠普). Whitman served as an executive in The Walt Disney Company(迪斯尼总公司) where she was vice president of strategic planning throughout the 1980s. In the 1990s, she served as an executive for Dream Works(梦工厂), Procter & Gamble(宝洁公司), and Hasbro(孩之宝). Whitman served as president and chief executive officer of eBay(易趣) from 1998 to 2008. 梅格·惠特曼
7. **Kauffman Foundation**: Established in the mid-1960s by the late entrepreneur and philanthropist Ewing Marion Kauffman, founder of Marion Laboratories. It is a non-profit, private American foundation to focus on entrepreneurship based in Kansas City, Missouri. Its grant making and research activities are focused on two areas: advancing entrepreneurship and improving the education of children and youth. 霍夫曼基金
8. **Male-bonding**: In ethology(行为学) and social science, male-bonding is the formation of close personal relationships, and patterns of friendship or cooperation between males. In the context of human relationships, male-bonding is used to describe friendship between men, or the way in which men befriend each other. The expression is sometimes used synonymously with the word camaraderie. The first widely noticed use of the term was in Men in Groups by anthropologist Lionel Tiger. Anthropologists at Germany’s university found out that spending more time with other males relieved their stress levels and reduced stress-related illnesses. 男子情谊
9. **Brian Krzanich**: (born May 9, 1960) The Chief Executive Officer of Intel. He was elected CEO on May 2, 2013. Before becoming CEO, he was Intel’s Executive Vice President and Chief Operating Officer. Krzanich is of Croatian(克罗地亚的) heritage. 布莱恩·科再奇
10. **Gender Diversity**: A term referring to how different genders are represented in a relevant

setting. Primarily this term is often used to refer to females and males. The issue of gender representation on corporate boards of directors is one area where a need for greater gender diversity has been promoted. Employment in certain fields is traditionally dominated by men, including computing, engineering and medicine. Gender diversity has often been discussed in terms of fairness. 性别差异

11. **Outsource:** In business, outsourcing involves the contracting out of a business process to another party. The concept “outsourcing” came from American Glossary “outside resourcing” and it dates back to at least 1981. Outsourcing can be viewed as any assistance from an intermediary that is more capable of or familiar with certain practices. It is just a way of seeking for help. Outsourcing is a very important tool for reducing cost and improving quality. If an organization does one or all its work by itself, this may affect its production quality. So, an organization must recognize some important areas where it can reduce its costs and maintain high quality in its products and/or services. 外包

## Notes

- For more details about Ellen Pao’s gender-discrimination lawsuit against Kleiner Perkins, see: <http://www.sfgate.com/news/article/Jury-reaches-verdict-in-Ellen-Pao-Kleiner-Perkins-6163669.php>
- On March 27th the California Superior Court gave Ellen Pao a chance to test one of Silicon Valley’s most cherished pieces of wisdom—that failure is a wonderful pedagogic opportunity. 失败乃美妙的学习契机——这是硅谷最受珍视的智慧之一。3月27日,美国加州高级法院让鲍康如(Ellen Pao)得到了验证这一说法的机会。
- She succeeded in turning a spotlight on sexism in tech.  
turn a spotlight on: 把焦点集中在……  
be in the spotlight: 处于公众主义的中心,出风头  
e.g. It’s not easy for a low-key couple to maintain their love, especially when they are living under the spotlight.
- Two other discrimination cases against Facebook and Twitter were launched while it was under way. 期间又出现两宗分别指控 Facebook 和 Twitter 歧视的案件。  
be under way: 进行中,前进着……  
e.g. As the urban theorist Richard Florida writes in *The Great Reset*, part of that process may be under way already.
- Silicon Valley likes to think of itself as the very embodiment of meritocracy.  
硅谷自视是奉行精英选拔机制的典范。
- The venture capital business where Ms. Pao tried to make her career is the Valley’s most macho corner. 鲍康如想要一展拳脚的风投行业是硅谷里最大男子主义的领域。
- The dearth of female tech leadership is partly a question of supply. 科技公司领导层缺乏女性的踪影,一部分原因是供应不足。

dearth; shortage 缺乏

e.g. A recession-induced dearth of business travellers helped drive circulation down by 17%, but it ought to bounce back.

8. In American school, girls have reached rough parity with boys in physics, mathematics and biology. 美国的学校里,女生在物理、数学和生物课程上的表现基本与男生不相伯仲。

reach parity with (against) ... 与……达到平价或相等

e.g. Canada has seen its currency rise to reach parity with the dollar in recent months, thanks in part to China's demand for its raw materials, including oil and timber.

9. Critics of Silicon Valley argue that it is a boys' club—not only dominated by men but shaped by male-bonding ritual. It may be truer to say that it is two boys' clubs rolled into one—the frat-boy club of moneymen and the geek club of computer programmers. 硅谷的批评人士认为这是个男子俱乐部——不但由男性主导,而且处处是称兄道弟的男人帮文化。可能更准确地说,硅谷是两个男子俱乐部合二为一的产物——投资家兄弟会与程序员极客俱乐部。

roll into one: If someone or something has several qualities rolled into one, the person or thing has all of those qualities. 融为一体,集于一身……

e.g. She's a writer, actress, and producer all rolled into one.

The rector says that she thinks he is Shakespeare and Milton rolled into one.

10. ... among other “small indignities”, women were excluded from a dinner with Al Gore on the excuse that they “kill the buzz.” 别的“小侮辱”不说,公司高管与阿尔·戈尔(Al Gore,前美国副总统)共进晚宴时,女性完全被排除在外,借口是她们“扫兴”。

exclude sth/sb from: 将某事/某人排除在……之外,本句中使用的是被动语态

kill the buzz: (slang) ruin a special moment 扫兴

11. But it produced a slogan that high-tech women can rally behind. 然而,此案为高科技行业的女性从业人员提供了一面团结呐喊的旗帜。

rally: v. When people rally to something or when something rallies them, they unite to support it. 一致支持;团结起来

e.g. Her cabinet colleagues have continued to rally to her support.

12. But that the difference disappears when their numbers increase and they receive formal mentoring. 而当女员工增加并得到正式指导时,此前的男女绩效差异会消失。

13. Mr. Krzanich has pledged that his company will be “fully representative of the diversity of the country's available talent” by 2020. Ms. Sandberg has led a campaign to encourage women to “lean in” at work—that is, not to be shrinking violets. 科再奇则承诺公司将在2020年前“完全体现国内可用人才的多元性”。桑德伯格发起过运动,鼓励女性在职场“提身向前”,不再羞怯畏缩。

lean in: 向前一步,挺身而出

shrinking violet: someone who is shy, hesitant, or afraid to have a voice in social situations. 羞怯的人;畏首畏尾的人

e.g. No one has ever accused CNN commentator Jack Caff of being a shrinking violet.