

上海市高校教育高地建设项目

阅读与讨论

Reading for Discussion

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本册主编 王 霞 唐根金



上海大学出版社

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泛读乃广泛阅读之简谓也。学习语言非大量阅读、广泛阅读不可,它是培养和建立学习者语感的重要途径。这一点无论是对英语专业还是非英语专业学生都是如此。众所周知,语言具有多种属性。将语言看作技能是当代语言学和应用语言学的重要观点之一。既然是技能,语言能力的提高就需要大量的操练。阅读能力是语言能力的一个组成部分,阅读能力的获得需要在大量语言活动中完成。为学习者提供足量且优质的学习材料并在练习设计上有利于培养学习者迅速捕捉、处理和消化信息的能力,既是泛读教学最突出的特点也是泛读教学最重要的任务。

为了使教学能够顺利完成泛读教学的根本任务,在编写过程中,我们努力贯彻“以鲜活的语言材料为切入点、以卓有成效的课堂互动为前提、以提高学生的实际语言运用能力为目的”的基本原则,以更好地适应新形势下英语专业教学的需要。内容安排、练习设计都以基本原则为基础。

在具体的选材上,我们首先注重突出语言材料的时代性,绝大部分语料出自于新近出版的各类国外原版报刊、书籍以及网络等。其次,我们注重突出实效性,强调语言素材符合英语专业大学生的学习兴趣。再次,我们努力注意各类主题,教材内容涵盖自然科学与人文科学、多元文化与人类文明,包括国际政治与全球发展、体育与娱乐、时尚、健



康、财经等主题。在文体风格上,我们也力求做到体裁多样化,尽可能扩大教材主题和文体的覆盖面,因此与精读课本重视典范文学作品的做法形成互补。选材范围主要包括新闻报道、社论、广告、论丛、小品、时文等。

在练习的设计上,我们注重宏观与微观相结合、输入与输出相结合,集判断、理解、鉴赏、思辨和讨论为一体。一方面,我们安排了适量的正误判断等接受性技能问答题,另一方面,我们还努力加大讨论等产出性技能的设计比重,学用相长,学以致用。部分练习以课文内容为基础,通过学生对课文内容的消化过程,加深他们对课文的理解程度,帮助学生掌握课文中的重点和难点。一些练习与课文主题相关,但有所扩展,旨在开发学生的运用潜力。具体包括如下内容,供教师授课和学生自学时参考:

Warm-up Discussion

该部分的讨论主要围绕课文的内容和背景知识展开,目的在于引导学生对于即将讲解的课文具备初步的认识和了解。我们设计了3—5组开放式问题,供学生讨论。教师也可以自己设计一些问题开展教学活动。

Text

文章的题材主要包括自然科学与人文科学、多元文化与人类文明、体育与娱乐、国际政治与全球发展、时尚、健康等主题板块。

Notes

该部分是根据课文难易程度需要而设,重点是人名、地名、文化典故和外来语(如拉丁语、法语等)引用等。词汇、语法结构一般不包含在内。

Comprehension of the Text

原则上采用 Chart/Diagram、True or False 和 Short Answer 的形式,目的在于检查学生对课文主旨、课文的结构和课文重点段落等的理解力。

Language Work

该部分目的在于检查和巩固学生认知和掌握课文重点词汇、短语



的能力。

Pros and Cons

该部分列出 3—4 组与课文有关、具辩论性质的话题,并分别给出相应的 Key Words / Phrases,供学生参考,要求其据此做正反方辩论,以培养学生思辨能力。

In-Depth Discussion

该部分的讨论在完成课文的基础上进行。内容既涉及课文主旨,也可扩展至社会生活的各个层面。讨论不宜泛泛而谈,而应具有一定的深度和广度,以培养学生评判性思维的能力。

本教材为大学基础阶段英语专业学生设计,但也可用于非英语专业学习者课内教学或课后自学。课文的注释以介绍背景知识为主,对难度较大的语言点也提供了适当的解释,供学习者在预习时参考。本套教材共二册,供英语专业一、二年级阶段使用。每分册含 16 个单元,每单元包括 Reading 1、Reading 2 和 Reading 3,其中 2 篇可用作快速阅读短文。教材内容与数量足以保证教学需要。教师可以根据学生的实际水平和兴趣爱好选择适合学生的篇章和教学量。

本教材为上海市高校教育高地建设项目的子课题项目,它的出版得到了上海大学外国语学院的支持。在编写过程中我们得到了黄文伟、蒋丽丽、叶新、陈小华、戴晓富等老师的大力支持和无私帮助。此外,在上海大学任教的外籍专家 David Weekley 先生、Matthew Book 先生,以及美国 Wyoming University 的 William Gribb 教授参与了教材的修订工作。在此一并表示感谢。

书中疏漏、失误之处敬请读者批评指正。我们也真诚地希望使用本教材的教师和同学能在使用过程中及时提出宝贵的批评和建议。

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Unit One

Cultural Conflicts



Reading One

Warm-up Discussion

1. What does intercultural communication mean to you?
2. Is cultural conflict good or bad? What is the best way to handle conflict when it arises?
3. Have you ever heard of or read about individualism or collectivism? What do you know about them?
4. What do you think is the biggest barrier to business success?

When East Meets West:

Hidden Differences in Corporate Communication Styles

Not so long ago, an American company sent one of its best young managers to Japan to take over the Tokyo office. His first decision concerned a new advertising campaign, which he found completely unacceptable. When the New York office urged him to accept the plan anyway, he felt angry and frustrated. These feelings only deepened over time. Meetings seemed disorganized, and department heads were vague about their plans. His plans to reorganize the office and put his own mark on the company met with

passive resistance. Six months later, after his top Japanese manager resigned, the young man was recalled.

What happened? The cultural misunderstanding lay at the root of the problem. Sending a young man to head the Tokyo office was the first mistake, as Japanese businessmen respect age and experience. The fact that the young man himself failed to do research on Japanese language, culture, and business practices was another error. Finally, sending an ambitious person with a desire to put his own ideas into practice was the third mistake. The Japanese find a competitive, aggressive attitude uncongenial and distressing. A CEO¹ says, “Despite popular beliefs to the contrary, the single greatest barrier to business success is the one erected by culture.”

One difference between Japan and the United States is that Japan, like many countries in East Asia, Africa, and South America, is a collectivist culture, while the United States is an individualist country. When collectivists and individualists interact without understanding the hidden differences that characterize their corporate styles, misunderstandings result. According to the experts, individualism-collectivism is a major cultural difference that affects work values, personal styles of interaction, and even concepts of morality. They believe that anyone who wants to work effectively in international business should be trained in how to diagnose and adapt to differences along the individualism-collectivism continuum.

What is the difference between collectivist and individualist cultures? Briefly, collectivists have a “we” orientation. Loyalty to the group is more important than individual achievement, and the smallest “unit of survival” is the collective, whether it be extended family, clan, or organization. In contrast, individualist cultures have an “I” orientation. Here the smallest “unit of survival” is the individual.

The behaviors of collectivists can seem surprising or distasteful



to individualists, and collectivists may find individualist attitudes and actions equally inexplicable. What should Americans, as individualists, do when working in a collectivist culture? Experts have offered a number of guidelines, a few of which are listed below.

First, individualists should understand that collectivists let themselves be guided by group norms rather than individual goals. This means that when collectivists change group memberships, their opinions, attitudes, and even their personalities may change. Individualists need to be aware of this factor and not be taken aback.

In addition, collectivists are likely to stress harmony and cooperation more than individualists. Competitive or confrontational situations cause discomfort and embarrassment. If criticism of a coworker becomes necessary, the individualist must be sure the interaction takes place in private and should offer as much positive feedback as possible to allow the other to save face.

Because harmony is so important, individualists should not be put off by unusual shows of modesty from collectivists. It is not uncommon for a collectivist to begin a presentation by saying something like, "Please forgive this unworthy effort." Individualists who give presentations should begin in a more modest way than they are generally used to. Attempts to build credibility by stressing expertise will seem like boasting and will create a negative impression.

Although collectivists are not competitive or boastful, they do recognize and respect status differences. Unlike individualists, they feel more comfortable in vertical than in horizontal relationships. They therefore feel uncomfortable interacting until they know what position in society their partner occupies. Individualists should not hesitate to let collectivists know their age, rank, place of birth, and even income. This information allows collectivists to decide how to proceed. Individualists should also seek out this kind of information

and give special respect to collectivists' status and age.

Individual decision making is not as highly valued by collectivists as it is by individualists. Individualists should expect negotiations to take time as collectivists seek out group consensus. Negotiations also take time because collectivists feel the need to establish personal relationships with their individualist partners. In some cases, individualists may feel their privacy is being violated. In an attempt to establish long term relationships, collectivists may spend a great deal of time visiting their individualist partners, or they may ask personal questions that individualists feel are intrusive. Although establishing a personal relationship takes time, once the relationship has been defined, collectivists will expect a great deal more loyalty and commitment than individualist is normally likely to give to a business partner.

Finally, the actual mechanic of doing business may differ dramatically. Collectivists rely less on written contracts than individualists and may not understand the necessity for signed documents. They may also engage in some acts which are considered illicit in individualist countries. Whereas an individualist might consider paying a government official to expedite paper-work to be a bribe, collectivists may see it as a natural part of doing business. Nepotism² and other personal connections are much more acceptable in collectivist cultures than in individualist cultures.

Of course, not all collectivist countries are the same, and individualists doing international business must recognize the particular patterns in the country to which they are assigned. Nevertheless understanding the general nature of both collectivism and individualism can be an important first step in successful intercultural interaction. If you should find yourself working in a different culture some day, you will have to find a way to maintain your own value system while respecting that of others. This is by no



means an easy task, but it is absolutely essential in adapting to the hidden differences you are sure to encounter. (984 words)

(TIME ALLOWED: 10 Minutes)

(From *English Saloon*, July 2006.)

Exercises

I. Study the following sentences carefully. Try to determine the meaning of the italicized words with the help of a dictionary.

1. The Japanese find a competitive, aggressive attitude *uncongenial* and distressing.
2. They believe that anyone who wants to work effectively in international business should be trained in how to diagnose and adapt to differences along the individualism-collectivism *continuum*.
3. Briefly, collectivists have a “we” *orientation*.
4. The behavior of collectivists can seem surprising or *distasteful* to individualists, and collectivists may find individualist attitudes and actions equally *inexplicable*.
5. Competitive or *confrontational* situations cause discomfort and embarrassment.
6. Attempts to build *credibility* by stressing expertness will seem like boasting and will create a negative impression.
7. They may also engage in some acts which are considered *illicit* in individualist countries.
8. Whereas an individualist might consider paying a government official to *expedite* paper-work to be a bribe, collectivists may see it as a natural part of doing business.

II. True or false.

1. _____ According to the author, the reason why the American managers met with many barriers in Japan lies in the cultural misunderstanding.

2. _____ The Japanese usually have a preference for a competitive, aggressive attitude.
3. _____ Japan, like many countries in East Asia, Africa, and South America, is a collectivist culture while the United States is an individualist country.
4. _____ Collectivist cultures have a “we” orientation where the smallest “unit of survival” is the collective, while the individualists have an “I” orientation where the smallest “unit of survival” is the individual.
5. _____ Collectivists value harmony and cooperation so much that they never criticize their co-workers in order to avoid competitive or confrontational situations.
6. _____ Individualists usually began their presentations in a more modest way than collectivists.
7. _____ Since collectivists respect status differences, it’s advisable for individualists to send out information about their age, rank, place of birth, and even income.
8. _____ Collectivists value individual decision making as well as group consensus.
9. _____ Individualists put higher value on interpersonal relationship with their partners.
10. _____ Paying a government official to expedite paper-work is regarded as a bribe in collectivist cultures.
11. _____ All collectivist countries share the same pattern in doing international business.

III. Language work: fill in the blanks with the words and phrases listed below. Change the form where necessary.

orientation	concern	adapt to	take aback	put off
commitment	expedite	credibility	negotiation	continuum



1. She _____ merrily to diplomatic life.
2. The Press would not agree to the extra expense without a guarantee that production would thereby be _____.
3. An adult's sexual _____ is determined between the ages of one and five.
4. It's a confidential matter, and _____ another person.
5. No longer a dichotomy of town and country; rather it is an urban-rural _____.
6. The fight was brought to an end by _____.
7. A career as an actor requires one hundred percent- _____.
8. The prosecution did its best to undermine the _____ of the witness.
9. Neighbors were _____ that such an attack could happen in their area.
10. Don't be _____ by how it looks—it tastes delicious.

IV. Pros and Cons.

1. Cultural conflict should be welcomed vs. Cultural conflict should be avoided.
A: Provide opportunities to strengthen relationships/gain new information about members or about other groups/defuse more serious conflict/increase group cohesiveness/release tensions
B: Lead to problems for relationships and groups/disturbing to peace/face-threatening/threat to interpersonal and community harmony
2. Distance creates beauty vs. Distance creates misunderstanding.
A: Distance produces attraction/lovers' affection for each other can be deepened by distance/no one is born perfect/distance can help you to keep some good memories about another