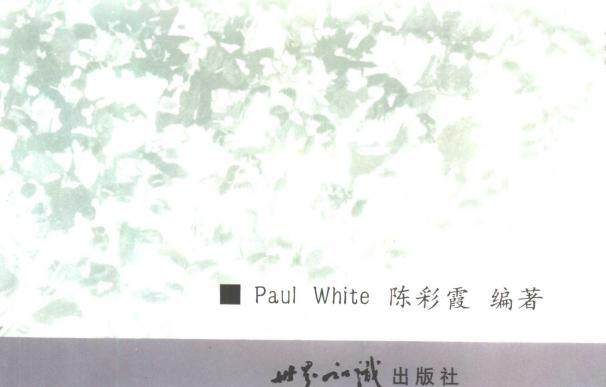
当代优秀英语时文

快速阅读

第二册



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快速阅读/(第二册)

Paul White 陈彩霞 编著

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前 言

阅读是语言学习十分重要的一环。只要看一看大学英语四、六级、研究生入学英语考试、托福、GRE、GMAT等国内外英语考试中阅读所占的比例,其重要性就不言而喻。如何提高阅读能力、突破阅读难关是许多英语学习者努力攻克的难题。本书正是针对这一难题而编写的。

本书所选的最新英语时文,内容涵盖国际时事、经济文化、社会生活、 科学技术、文学艺术、风云人物等各个方面。

本书有如下几个特点:

- 1. 选材针对性强、信息量大,所选文章不但题材广泛、体裁多样, 而且内容新颖、语言优美,有利于读者扩大词汇量,适合不同 层次的读者使用。
- 2. 文章长度适中,适合于定时操作和制定阅读计划,也适合于精 读与背诵。
- 3. 词汇注释准确、详细,为读者阅读时扫清语言障碍提供了最直接、最有效的帮助。
- 4. 所配练习难度适中、科学性强,对提高阅读理解能力和写作水平有很大的帮助作用。为帮助读者全面检查自己的学习水平和训练效果,书后还提供了参考答案。

参加本书编写的有:资深英国专家 Paul White 和国际关系学院英语副教授陈彩霞。

在本书编写中,得到北京新东方学校校长俞敏洪老师的关心和指导,在 此谨表感谢。

> 编 者 2000 年 4 月于北京

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Don't Be Wireless and Tactless

By Miss Manners

T-1	_				
Like a parent whose toddler is wobbling eagerly	toward a	wedding	colzo	otiquotto	~
- F Whose todates to wobbling eagerly	towaru a	weduing	cane,	enquene	Cč

Seconds

move fast when it has to. People think they can get away with using their mobile telephones at any time or place they choose, confident that etiquette is too befuddled by this wondrous

novelty to set limits.

Starting Time: Minutes

They are dangerously mistaken.

Perhaps there was a short lag between the purchase of the first cell phone and the establishment of etiquette rules against using the device at the dinner table, taking calls while attending a concert, or making calls from a pew during religious services. But that was only because it was hard to believe that anyone would actually try. Nobody doubts this any longer. Yet these situations are already adequately covered by the broader mandates of manners that have always applied. Annoying people by making disruptive noises has been on that list since the human body first learned to make nasty sounds on purpose.

Using a telephone to increase the range in which one can be rude isn't new either. Think what it has already done for the invasion of peace and privacy. For years it has tyrannized people's lives with the premise that its jangling summons requires them to drop whatever they are doing and attend to it immediately. And they do, at the most surprising of moments. Lovers leave sweethearts with their outstretched arms and business people leave customers with their outstretched wallets.

We have all heard the standard excuses for the rude use of cell phones: attending to business and being available for personal emergencies. But these have been so overused and misused as to be hardly acceptable anyway. People who are on call for work or personal crises probably shouldn't be out socializing or entertaining themselves in the first place, and they certainly shouldn't be disrupting these activities for the less burdened. The great number of people who declare that they constantly operate under such conditions are in need of home entertainment, tolerant friends and silent, vibrating beepers, if not better arranged lives.

However, the accusations of rudeness being made against the owners of cellular telephones are often unfair. "They're just showing off," is the charge hurled at people who use their cell phones to do what everybody else is legitimately doing—talking on the bus, making calls from the sidewalk, chatting while driving a car. An expensive telephone might be con-

sidered a status symbol—but so are a lot of other things that are less obviously useful and yet don't arouse public ire. It should be recognized that the cell phone is just a tool. What determines rudeness is how it is used. People who need to shout into their cell phone probably just need a better phone, but shouting itself is already an etiquette violation.

There is actually one truly new etiquette rule, especially for mobile phones, although even it has a historic precedent of sorts. In the old postal system, which charged the recipient rather than the sender, the polite letter writer was supposed to be reasonably sure the communication would be welcome and to compress the missive so as to keep the cost down. Now the polite telephoner is obligated to restrict the number and length of calls to mobile users, knowing that the recipient incurs the costs.

If there's anything ruder than disturbing people, it's making them pay for being disturbed.

Finishing Time: Minutes _____ Seconds _____

Words & Expressions

wireless ['waiəlis] a. 无线电话的
tactless ['tæktlis] a. 不圆通的,不机智的
toddler ['tɔdlə] n. 学步的儿童(通常指 1
至 2 岁半的孩子)
wobble ['wɔbl] vi. 摇晃,摇摆
wedding cake 结婚蛋糕
etiquette ['etiket] n. 礼节,礼仪

get away with [口]做成某坏事或错事而未被发觉或处分 befuddle [biffAdl] vt. 使糊涂,使迷惑不解

befuddle [bifAdl] vt. 使糊涂,使迷惑不解 **wondrous** ['wAndres] a. [书]令人惊奇 的,奇妙的

novelty ['novəlti] n. 新奇事物 set limit (to) 对…进行限制

lag [læg] n. 落后,滞后;(事件或现象之间的)间歇

cell phone [= cellular (tele) phone] 携 带式活动电话(即手机)

pew [pju:] **n**. 教堂长椅; (供一家人等专用的)教堂包厢

cover [kʌvə] vt. 包括;涉及

mandate ['mændeit] n. 受命进行的工作;

指令,执行令

apply [əplai] vi. 适用,有效

disruptive [dis'raptiv] *a*. 破坏性的;造成 混乱的

nasty ['na:sti] a. 讨厌的,烦人的

on purpose 故意地,有意地

invasion [in'veigən] n. 侵犯,侵害

privacy ['praivæsi] *n*. (不受干扰的)独处; 清静;不受干扰的自由

tyrannize ['tirənaiz] vt. 暴虐地对待;欺压 premise ['premis] n. (作为先决条件的) 假定,假设

jangling ['dʒængling] a. 发出丁零当啷声音的

summon ['sʌmən] n. 召唤

attend to 处理,对付

sweetheart ['switthatt] n. 心爱的人,恋人, 情人

outstretched [aut'stretfd] a. 伸出的;展开的

wallet ['wolit] n. (放纸币、证件等的)皮 夹子 emergency [i'məːdʒənsi] n. 紧急情况,不 测事件 overuse [pauvə juːz] vt. 使用…过多 misuse [misjuz] vt. 错用;滥用 on call 随叫随到的,听候召唤的 **crises** ['kraisiz] n. [crisis 的复数] 危机; 危急关头 socialize 「'səufəlaiz] vi. 参加社交活动 **entertain** [ientə tein] vt. 给…娱乐,使快 乐 in the first place 压根儿,根本 **disrupt** [disrapt] vt. 扰乱,使中断 the less burdened 指那些没有负担,本该 开心的人 **vibrating** ['vaibreitin] a. 振动的 beeper [bi:pə] n. 携带式呼叫器

accusation [ækjuːzeifən] n. 指控:指责

hurl [həːl] vt. 口气激烈地表达(或叫嚷);

legitimately [li'dgitimətli] ad. 合法地;合

理地

嚷嚷

sidewalk ['saidwo:k] n. [美]人行道
status ['steitæs] n. 地位,身分
ire ['aiə] n. 愤怒,怒火
shout into their cell phone 对着手机大声

violation [ˌvaiə´leiʃən] n. 违法(行为);侵 犯(行为);打扰(行为)

precedent [prisident] n. 先例,前例 of sorts 各种各样的 postal [peustel] a. 邮政的;邮局的 recipient [risipient] n. 接受者,收受者 rather than 而不是 compress [kempres] vt. 压缩 missive [misiv] n. 信件;[谑]长篇大论的 书信

keep the cost down 减少邮资
obligate ['obligeit] vt.[常用被动语态,后
接不定式]使在道义(或法律)上负有责
任

incur [inkə:] vt. 招致,带来

Comprehension

show off 炫耀,卖弄

气势汹汹地吐(恶言)

- 1. What is the main theme of this passage?
 - A. Cellular phones are today's major means of private communication.
 - B. The rules of etiquette have been destroyed by cellular phones.
 - C. More people should make use of public telephones.
 - D. The standard rules of etiquette cover the use of cellular phones.
- 2. According to the passage, which of the following is untrue?
 - A. People think they can get away with using their mobile telephones at any time or place they choose.
 - B. The human body can make nasty sounds on purpose.
 - C. There are no etiquette rules covering the use of cell phones.
 - D. The telephone has already invaded peace and privacy.
- 3. The rules of etiquette allow you to use a cell phone:
 - A. in your own bathroom.

- B. at the dinner table.
- C. while attending a concert.
- D. during religious services.
- 4. What does "jangling summons" mean?
 - A. The ringing of a telephone.
 - B. A knock at the front door.
 - C. The signal made by a beeper.
 - D. A fire alarm signal.
- 5. "Lovers leave sweethearts with their outstretched arms, etc." in order to:
 - A. go to the bathroom.
 - B. answer the telephone.
 - C. tyrannize people's lives.
 - D. buy cellular phones.
- 6. What simile does the writer use to describe how fast etiquette rules can appear?
 - A. Tolerant friends and silent, vibrating beepers.
 - B. Customers with outstretched wallets.
 - C. A parent whose toddler is wobbling eagerly toward a wedding cake.
 - D. Making calls from the sidewalk.
- 7. The writer thinks that people who are on call for work or personal crises should:
 - A. carry mobile phones with them at all times.
 - B. try not to talk too loudly on their cell phones.
 - C. tell everyone that they are just showing off.
 - D. avoid social and entertainment occasions.
- 8. Using a cell phone is rude if
 - A. it annoys other people in the vicinity.
 - B. nobody else can hear the caller's conversation.
 - C. the call is to another city.
 - D. the cell phone was not made in China.
- 9. What does "compress the missive" mean?
 - A. Hold the cell phone tightly while making a call.
 - B. Registered mail is too expensive.
 - C. Keep the letter short.
 - D. Make sure that the letter is written in a polite way.

• 4 •

- 10. How would you describe the tone of this passage?
 - A. Indignant.
 - B. Puzzled.
 - C. Scholarly and thoughtful.
 - D. Serious but light-hearted.

Writing

Summarize the passage in about 150 words.

Unit Two

Is Knowledge Management Just Good Information Management?

Starting	Time:	Minutes	 Seconds	

The concept of "knowledge management" emerged several years ago at a time when managers' scepticism about business fads seemed to be at an all-time high. Was KM, they wondered, merely a different, more up-market label for information management? However, true KM goes well beyond information management in several ways.

A Ouestion of Value

Data, information and knowledge are points along a continuum of increasing value and human contribution. Data—the signals about human events and activities that we are exposed to each day—has little value in itself, although to its credit it is easy to store and manipulate on computers.

Information is what data becomes when we as humans interpret and contextualise it. It is also the vehicle we use to express and communicate knowledge in business and in our lives. Information has more value than data and, at the same time, greater ambiguity—as any manager will attest who has ever argued over how many interpretations the terms "customer", "order" and "shipment" can have inside the same company.

Knowledge is information within people's minds; without a knowing, self-aware person there is no knowledge. Knowledge is highly valuable, because humans create new ideas, insights and interpretations and apply these directly to information use and decision making. For managers, knowledge is difficult to "manage" in other people because (being mental) it is invisible and its extraction, sharing and use relies on human motivation.

In practice, it is difficult to determine exactly when data becomes information and when information becomes knowledge. We usually advocate spending little energy on classification and a lot of energy on adding value to whatever you have and advancing it along the continuum.

What Is Managed in KM?

For a 1996 research project Thomas Davenport and colleagues examined 31 different "KM" projects, as they were called by their managers. What companies actually managed in these projects appeared to be a mixture of information, knowledge and perhaps a little data. 80 per cent involved the creation of some kind of repository, which held a wide variety of

items that employees might find useful.

The primary reason for this close link between information and KM is that people in organizations are constantly converting knowledge into various forms of information (for example, memos, reports, e-mails and briefings) and acquiring information from others to improve their knowledge. This continuous conversion of knolwedge into information and information into knowledge is required because people cannot always share their knowledge person to person.

Previous approaches to KM benefit from the use of IT and improved information management practices. Some companies excel by developing their capabilities to collect and organize information about knowledge, to provide broad access to it, and distribute it over distances. But there are other aspects of KM that distinguish it from information management and do not rely on computers or telecommunications networks at all (or at best only tangentially). Unfortunately, these are its most difficult aspects, and they are the ones that most strongly differentiate organizations. The truly distinctive aspects of KM fall into two key categories: the creation of knowledge and the use of knowledge.

Knowledge Creation

Knowledge creation is not a new subject, but it has recently been the subject of renewed investigation in the context of business. Large Japanese companies such as Canon and Sharp and a few Western companies such as Chaparral Steel and Oticcon of Denmark have relied on knowledge creation to foster long-term innovation and strong business performance.

There are, however, bracing messages for companies wishing to replicate these companies' approaches to innovation. The Japanese companies that excel in this regard have a strong focus on tacit knowledge (essentially knowledge that is difficult to express in words); they motivate knowledge creation through bold visions of products and strategies coupled with organizational cultures that promote sharing, transparency and proactive use of knowledge and information. Honda, for example, used the phrase "Let's gamble" to guide the creation of a new city car model. Japanese companies also have human resource policies (such as rotation of employees around different functions) that support their emphasis on tacit knowledge. Western companies are not likely to adopt such practices easily.

Among the few western companies that specialize in knowledge creation and innovation, the sobering lesson is the pervasiveness of these orientations with in their cultures. At Chaparral Steel and Oticon, for example, there is no "division of knowledge labour"; knowledge creation is everyone's job. Even the lowest-level worker is considered capable of designing production experiments and of working with customers to create new products and processes. There are no time clocks, no limits to sick leave, no special perks for managers, no specialists in knowledge creation.

Knowledge Application and Use

The other aspect of KM that differentiates it from information management relates to the way people apply and use knowledge in contrast to information. Knowledge, like information, is of no value unless applied to decisions and actions in a purposeful business context. Many companies have worked diligently to "stock the shelves" of repositories with information about knowledge. However, they have paid far less attention to how effectively employees apply and use their knowledge not just for operating today's business, but for generating new ideas about tomorrow's business.

Knowledge application and use is a complex issue with several different dimensions.

Johnson & Johnson's Pharmaceutical Research Institute and W. L. Gore, the chemical company that makes Gore-Tex, have inserted reviews of knowledge already gained and knowledge still required into key points of the product development process.

At General Motors and DaimlerChrysler, for example, designers of new car and truck models use a "knowledge-based engineering" system that embeds a set of design rules into the computer-aided design system. The rules might specify the relationship of the width of the vehicle to its wheelbase or might suggest that an existing component be used instead of designing a new one. The challenge in this type of project is to bring the entire organization's design knowledge to bear while preserving room for individual creativity and innovation.

The Human Element

This is not a problem, as long as managers recognize the differences between information and KM and do not assume that one is interchangeable with the other. But if all of your KM efforts just involve better information management or use of the latest IT, then you may be limiting your company's potential to use its collective knowledge to innovate and expand the business. If knowledge resides primarily in people and it is people who decide to create, use and share their ideas to attain business results, then KM is as much about managing people as it is about managing information and IT. If you have not already come to this important conclusion about KM, there is a lot you may be missing.

Finishing Time: Minut	es	Seconds	
_			
	•		
Words & Expressions	\$		

KM (= knowledge management)知识管理
concept ['konsept] n. 概念
scepticism ['skeptisizəm] n. 怀疑态度
fad [fæd] n. (一时的)风尚,(一时的)

狂热

be at all-time high 创历史最高纪录
up-market ['Apima:kit] a. 高档的;适合高消费阶层的
label [Teibl] n. 标签

go well beyond 远远超过,远远不仅限于 data ['deitə] n. [datum 的复数]数据,资 料 continuum [kəntinjuəm] n. 连续体 signal ['signal] n. 信号 be exposed to 接触… in oneself 本身,自身 to one's credit 为某人带来荣誉:在某人 名下 manipulate [mənipiuleit] vt. 处理:操纵, 操作 interpret [interprit] vt. 解释,说明:理解: contextualise [kən'tekstiulaiz] vt. 将…融 人背景,将…置于上下文中研究 vehicle ['vi:ikl] n. 工具:手段 ambiguity [æmbi'qiu:iti] n. 模棱两可 attest [ətest] vt. 证明 argue over 关于…进行争论 interpretation [in təpriteifən] n. 解释,说 term [təːm] n. 用语,术语 order ['oxdə] vt. 订货 shipment [fipment] n. 运输,装运 knowing ['nəuin] a. 了解情况的,会意的 self-aware [ˌselfəˈwɛə] a. 有自我意识的 insight ['insait] n. 洞察力,洞悉,(对内部 的)察看 apply...to... 把…运用在…上 invisible [invizəbl] a. 看不见的 extraction [ik'stræk[ən] n. 获得, 榨取;采 掘 motivation [moutiveifon] n. 动机 in practice 在实际工作中 determine [ditə:min] vt. 确定 advocate ['ædvəkeit] vt. 倡导;提倡,主张 classification [ˌklæsifikeifən] n. 分类 advance [əd'vo:ns] vt. 向前推进

mixture ['mikstfə] n. 混合,拌和

repository [ri'pozitəri] n. 宝库,仓库 hold [hauld] vt. 贮存:拥有 item ['aitəm] n. 项目;条目,条款;一条, **primary** ['praiməri] a. 首要的,主要的; 最初的,原始的 constantly ['kənstəntli] ad. 不断地,经常 convert...into... 把…改造成… memo ['meməu] n. 备忘录 briefing [bri:fin] n. 简报 acquire [əkwaiə] vt. 获取 continuous [kəntiniuəs] a. 不断的 person to person 人对人,个人之间的 previous ['pri:viæ] a. 从前的,先前的 approach [əˈprəutí] n. 方法,途径 benefit from 从…得益 excel [iksel] vi. 突出,胜过他人 capability [keipəbiliti] n. 能力;性能 access ['ækses] n. 获取,接近 distribute [distribjunt] vt. 传输;使分布 over distances 远程 aspect ['æspekt] n. 方面 distinguish...from... 使…与…不同 rely on 依靠 at best 顶多,充其量,至多 tangentially [tæn'dzen[əli] ad. 略为触及 地,附带触及地;离题地,不相干地 differentiate [difərenfieit] vt. 使不同;区 分 distinctive [distinktiv] a. 显著的 fall into 分成…类 category [kætigəri] n. 类型 subject ['sabdzikt] n. 题目,话题;学科,科 renewed [ri'nju:d] a. 重新的 in the context of 在…领域中;在…情景 中 foster [fostə] vt. 促进,培养

long-term [lontə:m] a. 长期的 innovation [inauveifan] n. 创新,革新 business performance 经营绩效 bracing [breisin] a. 令人振奋的;使人心 旷神怡的 message ['mesida] n. 消息,信息 replicate ['replikeit] vt. 复制,模仿,重复 in this regard 在这方面 tacit ['tæsit] a. 不明言的,缄默的,默然的 motivate ['moutiveit] vt. 推动 **bold** [bauld] a. 大胆的 vision ['viʒən] n. 看法,目光;视觉。 strategy ['strætidzi] n. 战略,策略 coupled with 加上;把…联系在一起 promote [prəu'məut] vt. 促进,提倡,使晋 级 transparency [trænspærensi] n. 透明度 **proactive** [prauæktiv] a. 积极的 Let's gamble 一赌输赢 human resource 人力资源 rotation [rəu'tei [ən] n. 轮换,轮流 function [fank[ən] n. 功能,作用 adopt [ə'dəpt] vt. 采取,采纳 specialize in 专门研究,专攻 sobering ['səubərin] a. 令人清醒的 pervasiveness [pəˈveisivnis] n. 到处弥漫, 蔚然成风 orientation [parienteifen] n. 方向;定位 division of labor 劳动分工 capable of 能够 design [dizain] vt. 设计 sick leave 病假 perk [pa;k] n. [常作 perks][英口](= perquisite) 特殊待遇,特权 application [ˌæpliˈkeiʃən] n. 应用 relate to 与…有关

in contrast to 与…截然不同 purposeful ['pə:pəsful] a. 有目的的,有的 放矢的 diligently ['dilidzentli] ad, 勤奋地,细致 而坚持不懈地 stock the shelves 填满货架 effectively [ifektivli] ad, 有效地,能产生 结果的 operate ['opereit] vt. 经营,运作,操作 generate ['dzenəreit] vt. 产生,造成,导致 **complex** ['kompleks] a. 复杂的 issue [isju:] n. 问题 dimension [daimenfən] n. 方面,部分:特 点,特性 pharmaceutical [ifa:mə'sju:tikl] a. 制药 的,药物的 insert [insəxt] vt. 把…插入,嵌入 review [riviu:] n. 细察, 审核; 复习, 温习 embed [imbed] vt. 扎牢,嵌入 a set of 一套 specify ['spesifai] vt. 具体规定,详细指明 wheelbase [hwi:lbeis] n. (汽车等的)轴距 **component** [kəm´pəunənt] n. 零件,成分 challenge [tiælindz] n. 难题,挑战 bring...to bear 应用,使用;使产生效力 preserve [prize:v] vt. 保存,保留;保护 human element 人的因素 as long as 只要 assume [əˈsiuːm] vt. 想当然地认为;假定, 假设 interchangeable with 与…可以互换 potential [pəten[əl] n. 潜力;可能性 reside in 在于,属于 attain [ətein] vt. 达到,获得 come to a conclusion 得出结论