

研究生英语创新教育系列教材

—— 主编 白靖宇 郭继荣 ——

硕士英语综合教程

2

本册主编 游建荣 李欣



西安交通大学出版社
XI'AN JIAOTONG UNIVERSITY PRESS

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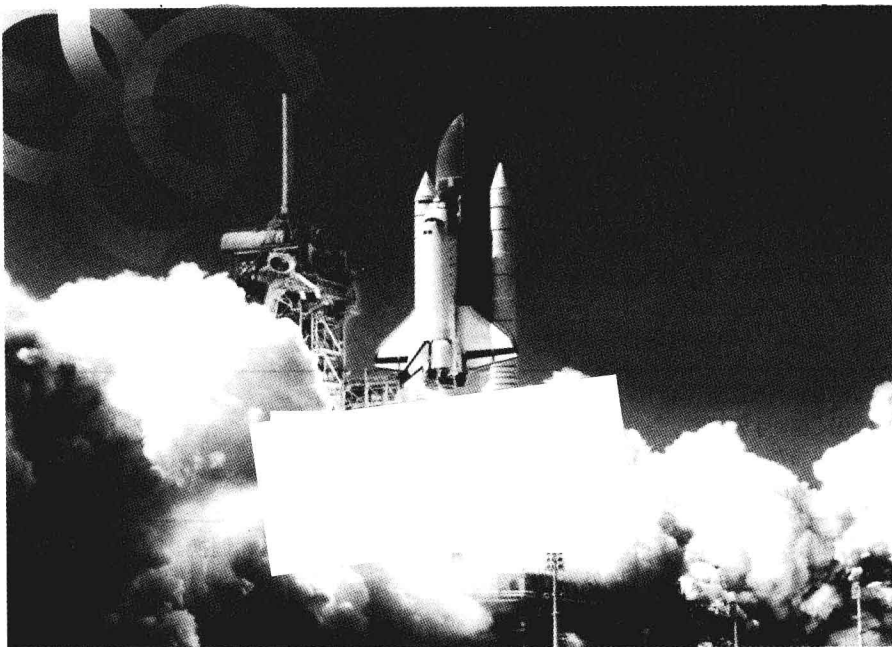
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内容提要

本册教程以课文和练习为核心,共有12个单元,每单元课文分为A、B两篇两部分,其中A篇包括课文、词汇和练习,用于教师课堂教学;B篇包括课文与练习,用于研究生自主学习。另外,本册教材后都附有总词汇表,供参考。

本册教程旨在提高研究生英语综合运用能力,主要供非英语专业硕士研究生第二学期使用,同时也适用于具有中高级英语水平的读者。

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总序

Preface



随着21世纪经济全球化、信息网络化和文化多元化的不断发展,世界各国的研究生教育正在面临着国际化创新能力教育的巨大压力与挑战。目前,我国的研究生教育也正处在从传统教育向现代教育转型的重要时期,正在实现由知识教育向创新教育的转变。在这一背景下,研究生英语教育必须改变传统观念,要“以研究生为本”,建立以“英语创新教育”为核心的新理念,融入培养创新型人才和建设创新型国家的时代潮流。为此,我们组织编写了这套“研究生英语创新教育”(Graduate English for Innovative Education)系列教材。

本系列教材是以教育部研究生创新教育计划西部研究生教育创新平台建设为依托,开发编写的一套全新的研究生英语系列教材,其宗旨是确立研究生英语创新教育的新理念,在研究生英语教学中实施自主学习的理论,激发研究生创新思维能力,提高研究生英语教学质量和水平,培养高层次创新型人才。

◎本系列教材的特点

1. 建立“研究生英语创新教育”的新理念。现代教育强调教育教学过程是一个高度创造性的过程,以点拨、启发、引导、开发和训练学生的创造才能为基本目标。因此,研究生英语教育必须改变传统的教学观念和方式,确立新的教学目标,挖掘利用新的教学资源 and 手段,采取不同的教学评价体系。本系列教材的建设和编写符合当前研究生创新能力教育的理念,有助于研究生英语教育实现启发式和讨论式的教学,有利于研究生英语综合能力的提高和自主学习能力的培养,在开拓认知视野的同时激发研究生的创新思维。

2. 实施“以研究生为本”的自主学习理论。语言学习自主性这一概念是当代语言教学理论中的一个热门问题,深刻地影响了世界范围内的教育改革,其理论基础为美国奈塞尔(U. Neisser)的认知心理学和马斯洛(A. Maslow)、罗杰斯(C. R. Rogers)等人为代表的人本主义心理学。根据研究生的心理和学习特点,他们具有较为完整的知识结构、较强的独立意识和自主学习能力,因此自主学习的模式在研究生英语教

育过程中是十分可行的，也是非常必要的。同时，我们倡导的“以研究生为本”的理念，就是强调在英语教学活动中要采取启发式、讨论式、研究式等各类方法，要求研究生主动参与，发挥他们在英语学习过程中的主体作用，突出对他们创新意识的培养和实践，使英语教育成为他们人生发展过程中的一个重要因素。另外，本系列教材是一种开放性、立体式的现代化教材，包括纸质教材、多媒体光盘和网络系统，以适应在现代信息技术条件下研究生英语自主学习的新需求。

3. 语言材料具有思想性、真实性和时代感。选材在英语教材编写和教学中具有重要意义，是决定教材质量优劣的关键。本系列教材以研究生英语创新教育为理念，在语言材料选择中把文章内容的思想性放在第一位，注重选择思想性好和情感品位高的文章，激发和调动研究生思考问题的积极性，培养他们的创新思维能力和提高他们的思想素养。同时，本系列教材文章的选择非常注重语言材料的真实性和时代感。根据现代教材理论，真实材料指社会上流通和人们日常接触到的各种语言材料。本系列教材的文章均选自外国报刊、杂志、网络、书籍和辞典，保证了语言材料的“原汁原味”（in original），并以最新的语言材料为主，反映多学科发展的前沿信息和当前社会的精神面貌，具有强烈的时代感。

4. 教材练习设计具有多样性和实践性。教材练习设计是英语教材编写和教学中的一个重要环节。一方面，对于学习者来说，它有利于巩固所学的知识，发展运用英语的能力和英语水平；另一方面，对于教师来讲，它有利于检查教学效果，帮助教师进一步改进教学和促进教学效率。据此，本系列教材练习根据不同种类的教材，设计了多种多样的练习形式，使研究生有足够的练习量来巩固和提高所学的语言知识。更重要的是，新的英语教学理念强调学习者要成为语言信息的加工主体和知识的构建者。这就要求研究生要从依靠教师课堂讲授中解脱出来，积极主动参与到语言实践中去，从一个被动的语言信息接受者转变成为一位语言学习的实践者，通过对本系列教材练习部分的多听多说多练，在大量反复的实践中巩固和掌握所学英语语言知识和技能，切实提高英语水平。

◎本系列教材的构成体系

根据当前研究生英语教学和学习的实际情况，本系列教材分为必修课教材和选修课教材两大类、博士和硕士两个层次。

必修课教材

1. 英语综合教程共3册：1册供博士使用，学习时间为半年；2册供硕士使用，学习

时间为1年。该教程以课文和练习为核心，主要是培养综合运用英语的能力。每册共有10~12个单元，每单元课文分为A、B两篇。每册教材都配有教师用书和录音光盘。另外，《硕士英语综合教程》还配有一本学习指导书，供自主学习使用。

2. 口语、听说教程共3册：1册供博士使用，学习时间为半年；2册供硕士使用，学习时间为1年。该教程以英语口语、听说训练为主，主要是培养口头运用英语的能力。每册共有16个单元，每单元分为课堂教学和自主学习两部分。每册教材后都配有练习答案、录音原文和光盘。

选修课教材

研究生英语创新教育的核心是改革研究生英语课程设置，在研究生英语课程体系中开设选修课是势在必行，也是这次研究生英语创新教育系列教材开发编写的重点，其目的主要是培养研究生的语言实际应用能力，推动研究生专业知识的学习，特别是提高研究生在本专业领域的国际学术交流能力，同时增强研究生的英语文化知识和培养研究生的人文素质。

本系列教材中选修课根据实际需要，实行硕士、博士一体化设置，以实用性和通用性为基本原则，分为三大类7种：

1. 英语文化知识类选修课教材，文理通用，共2种：《西方文化简史》和《英美名著赏析》，主要涵盖英语国家文学、文化知识。
2. 英语语言技能类选修课教材，文理选用，共3种：《科技英语文献阅读》、《英语媒体时文选读》和《学术论文写作与发表》，主要包括英语阅读、写作技能。
3. 英语情景交流类选修课教材，文理通用，共2种：《国际学术交流英语》和《英语经典影视赏析》，主要涉及英语在交流场合中的实际使用。

必须指出，研究生英语选修课的开发与设置是一个十分复杂的问题，受到各校学科门类、专业设置、培养机制、师资力量和生源质量等条件的制约。所以，一种教材很难适合不同类别的研究生，各高校可以结合本校的学科专业，开发出具有本校特色的选修课教材，以满足教学的需求和研究生的实际需要。

本系列教材在编写和出版过程中汇集各方面的智慧和力量，是团结合作的结晶。本系列教材由陕西省学位与研究生教育学会研究生外语教学工作委员会统一协调，邀请清华大学研究生院副院长、英语教学和教材专家何福胜教授担任学术顾问，以在陕西的国家985、211工程高校、驻陕西的军队院校和省属重点大学的教授、博士为骨干力量，组织全省各研究生培养高校有丰富教学经验的教师合作编写。

本系列教材在教材编写出版过程中，西安交通大学出版社的各级领导和编辑人员给予了全力支持和积极配合，做了许多卓有成效的工作。同时，本系列教材的编写得到了陕西省教育厅和学位办的领导、各研究生培养单位的领导和广大研究生英语教师的大力支持，在此一并表示衷心的感谢。另外，本系列教材的编写参考了一些国外的报刊、杂志、图书和网站上的文章，也在此向原作者表示感谢。

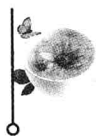
由于我们水平有限，在编写中难免有疏漏和错误之处，希望广大师生和读者在使用中批评指正和提出宝贵意见，我们对此表示诚挚的欢迎和虚心的接受，使本系列教材在以后的出版中力求达到臻善臻美。

白靖宇

2011年春节于西安

前言

Foreword



《硕士英语综合教程》是“研究生英语创新教育系列教材”必修课主干教材之一。该教程贯彻系列教材“以研究生为本”和“英语创新教育”的核心理念，通过对研究生进行英语读、写、译以及听说等技能的综合训练，巩固和提高他们的语言基础知识和语言应用技能，培养他们运用英语获取信息、沟通交流和创新思维的能力。

本教程共2册，每册共有12个单元，每单元课文分为A、B两篇两部分，其中A篇包括课文、词汇和练习，用于教师课堂教学；B篇包括课文与练习，用于研究生自主学习。每册教材后都附有总词汇表、配备了教师用书和录音光盘。另外，该教程还配有一本《硕士英语综合教程学习指导》，供自学时使用。

本教程最显著的特点是题材具有很强的时代性和思想性。本教程课文内容涉及到低碳经济、互联网、全球变暖、和谐社会、文化冲突、大众传媒以及以人为本、爱情婚姻、文学艺术、科学技术等，既反应了当今社会的许多热点问题，又具有很强的思想性和可读性。由于本教程文章思想内容深刻、意境美，适合在研究生阶段的英语学习中进行讨论式和启发式教学，以达到激活思想、启迪思维的目的。

本教程另一个显著的特点是以语言学习的实践性为原则。本教程练习设计紧扣课文，丰富多彩，包括问题讨论、阅读、翻译、写作等多种形式，能够充分调动研究生学习英语的积极性，使他们成为一位英语学习的实践者。通过主动参与练习实践来巩固已掌握的英语语言知识，使研究生的英语综合技能和水平得到大幅度的提升，增强他们在实践中运用英语的实际能力。

本教程由白靖宇教授全面负责编写，白靖宇、李欣、游建荣担任主编，冯广宜、马珂担任副主编，西安交通大学、陕西师范大学、空军工程大学、西北政法大学、西安财经学院等研究生培养单位具有丰富教学经验的教师共同编写。

由于编者水平有限，书中错误之处在所难免，请广大师生和读者批评指正。

编者

2011年2月



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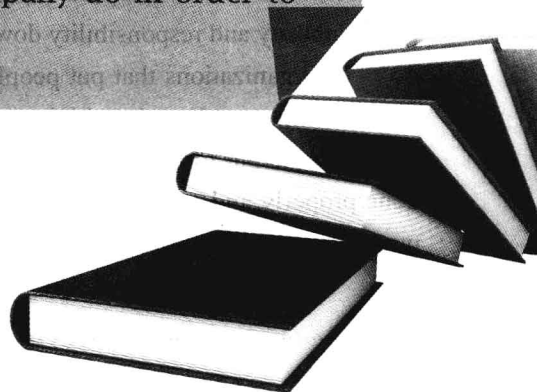


UNIT 1

Human-based Strategy

Warm-up Activities

1. If you were a manager of a company, what kind of managing strategy you will adopt? Profit first or people first?
2. Can you make a list of some people-first companies?
3. What should a people-first company do in order to keep their employees?



Text A

Successful Organizations Put People First

“The way we have built our company by including the success of the company with everyone in it and not leaving our people behind is a great example of building a business the right way ...”

— Howard Schultz

1 Intel does it. So does Microsoft, Motorola, W. L. Gore & Associates, Southwest Airlines, Ben & Jerry’s Homemade, Hewlett-Packard, Lincoln Electric, and Starbucks. What is it? These companies pursue “people-first” strategies.

2 There is an increasing amount of evidence that successful organizations put people first. Why? Astute managers have come to learn that their organization’s employees are its only true competitive advantage. Competitors can match most organizations’ products, processes, locations, distribution channels, and the like. But what’s far more difficult to emulate is a workforce made up of highly knowledgeable and motivated people. The characteristic that differentiates successful companies from their less successful counterparts in almost every industry is the quality of the people they’re able to get and keep.

3 What kind of practices differentiate people-first organizations? We can list at least four: (1)They value cultural diversity. They actively seek a diverse workforce based on age, gender, and race. (2)They are family friendly. They help employees balance work and personal responsibilities through programs such as flexible work schedules and on-site child care facilities. (3)They invest in employee training. These organizations spend heavily to make sure employee skill levels are kept current. This not only ensures that employees can handle the latest technologies and processes for the organization but that employees will be marketable to other employers. (4)People-first organizations empower their employees. They push authority and responsibility down to the lowest levels.

4 Organizations that put people first have a more dedicated and committed workforce. This, in turn, translates into higher employee productivity and satisfaction. These employees are willing to put forth the extra effort — to do whatever is necessary to see that their jobs are done properly and completely. Let’s take a look at one of those successful organizations that pursue “people-first” strategies: Starbucks.

Starbuck's achievement

5 Wake up and smell the coffee — Starbucks is everywhere. The world's number one specialty coffee retailer, Starbucks operates and licenses more than 8,000 coffee shops in more than 30 countries. The shops offer a variety of coffee drinks and food items as well as coffee and coffee accessories. Starbucks operates more than 4,700 of its shops in five countries, while licensees operate more than 2,800 units. In addition, Starbucks markets its coffee through grocery stores and licenses its brand for other food and beverage products.

6 From its modest beginnings in 1971, Starbucks Coffee Company's reach today extends across the U.S. to Canada, Europe, Asia, and beyond, bringing the Starbucks coffee experience to the customer almost anywhere.

7 Central to the company's growth and success has been a constant dedication to offering Starbucks customers the highest quality products. While the company's success was built upon the core product, coffee, Starbucks has become much more than coffee. It is a total coffee experience which encompasses everything from the decor of the retail locations and the music played within to the attitude of the Starbucks employees (known as "partners"), and even to the company's desire to give back to the communities it serves.

Historical background

8 Since its inception, it has been the Starbucks employees who have helped drive the success of the company. But it was probably Howard Schultz who started the ignition. Schultz joined the company in 1982, more than a decade after the company's first retail bean store opened in Seattle's Pike Place Market. As director of retail operations and marketing he was influential in the move to provide Starbucks coffee to fine restaurants and espresso bars throughout Seattle.

9 A year after he joined the company a visit to Milan, Italy inspired Schultz to bring the Italian coffee-bar concept back to Seattle and put it into action in a new Starbucks location. It was a new foray for the company which previously had only provided freshly roasted beans for sale. However, the overwhelming success of the espresso bar concept led Schultz to found Il Giornale, an espresso bar which offered brewed coffee and espresso beverages made using Starbucks coffee beans. A few months later, the continued success of the Il Giornale concept led to Il Giornale acquiring the assets of Starbucks in 1987 with the backing of local investors. The new company changed its name to Starbucks Corporation.

10 At that time, Starbucks operated 17 stores and had begun to expand beyond Seattle to cities such as Chicago and Vancouver. For the next decade and beyond, the company experienced tremendous growth bringing specialty coffee to the everyday consumer, and in the process helped create and define the specialty coffee industry.

Employee dedication

11 While the success of the company often is attributed to the persistence and vision of the company's current CEO, Howard Schultz, it is also the employees, from management down to store level, who are at the heart of the company's success.

12 At the store level, Starbucks has been successful in bucking the norm at most retail service environments where employee turnover is high and competence or enthusiasm is waning. "When we first started our business, our attitude from the beginning was that the employees on the front line really have the most to do with our success," said John Richards, Starbucks president, retail North America.

13 The challenges of a retail and foodservice environment have been overcome through a strong employee base. "We're fortunate that the turnover of managers and hourly employees is probably one of the best in the industry," explained Richards.

14 Richards takes this employee loyalty as a compliment, but attributes it to the company's dedication to each employee's needs. Investment in "partners" has helped build their loyalty to the company, to coffee, to customer service, and to each other.

Employee training

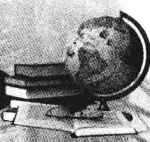
15 The heart of the Starbucks experience begins with employee training. For retail partners, the training program focuses on coffee knowledge, product expertise, customer service, and interpersonal skills — all necessary to understand the product they provide to customers on a daily basis in order to create the Starbucks experience.

16 New store-level partners are welcomed into the Starbucks community with a week-long indoctrination into the cultural aspects of the company. The technical aspects of the job — those that relate to beverage preparation, for instance — are covered. From there, it is the manager's responsibility to follow up with in-store modules for ongoing training in specific areas.

Generous benefits and employee involvement

17 All full-and part-time partners who work at least 20 hours a week are offered a full slate of generous benefits. Among the benefits are full health and dental coverage, vacation, and participation in the company-wide stock option plan called Bean Stock. Loyalty and a sense of belonging are further emphasized in open forums where employees, regardless of position, are encouraged to bring their suggestions or concerns to the attention of corporate management. Often it is the barista who is the impetus for a change simply because he or she is the one on the front line dealing with customers on a daily basis.

18 Since most partners are also owners, they are very interested in getting access to company information. To accommodate this desire, senior management conducts quarterly open forums in the company's different sales regions. Partners are encouraged to share their



ideas and suggestions with senior management at these forums. Starbucks also distributes annual Bean Stock reports to all partners and the company publishes Pinnacle, a newsletter that spotlights company performance as well as the activities of individual partners company wide. Starbucks is also taking advantage of videos and teleconferencing to reach out to its partners.

Communication

19 Being on the front line requires communication, be it communication in training employees to perform their job properly, or communication with customers. “Starbucks partners are always on the go. Customer flow is quite steady, and they have to perform tasks requiring a bit of knowledge,” Richards explained. “Because of the way the service line is set up, partners must interact with each other to complete a task, creating a sense of teamwork. Customers shift from station to station, coming into contact with several employees during one transaction. Therefore, communication is an essential part of our success. The positive customer experience is based on the communication between partners and their customers.” Human interaction is essential and constant in the Starbucks environment and Richards believes that this constant interaction is the reason employees don’t get bored with their job. “They’re always challenged,” he said.

20 Starbucks also uses self-managed work teams at its coffee bean roasting plants. Although plant managers and supervisors are responsible for the initial organization of the teams, partners are encouraged to take over the day-to-day workings of the teams including decision-making. Cross-functional teams of partners and supervisors are used to make hiring decisions.

Conclusion

21 Starbucks is a living model of employee learning, ownership, involvement, and communication. The result is a superior product, coupled with customer service that is truly caring and responsive. The icing on the cake is sales growth of 65 percent a year over the last years while net income skyrockets by 70 to 100 percent a year.

22 All in all, Starbucks offers an amazingly diverse range of opportunities and benefits to its partners. It’s little wonder that new stores continue to open at the rate of three to five every week, and employees are making careers at Starbucks instead of dropping out.

(1,565 words)

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