



跳蚤 · 阅读精品系列中英文对照文丛

# 跳蚤 · 阅读 FLEA READER S

Out of Africa  
走出非洲



第一辑③



仲夏夜之梦



旅馆住宿



移动电话

外文出版社

跳蚤·阅读精品系列中英文对照文丛

**FLEA READERS**

**跳蚤·阅读**

第一辑

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走出非洲 Out of Africa



## 前言

《跳蚤·阅读》(FLEA READERS)是刘国彬教授和美籍专家迈克·理斯顿先生为大中学生和广大英语爱好者精心策划的一套英语课外读物,是针对教育部对目前英语教学现状提出的意见编撰的,旨在为广大中学生和大学低年级学生提供一套既实用又轻松的中英文对照读物。

这套书编排形式活泼新颖,文章短小精悍,图文并茂,注释详实,这是本书的第一个特点;

第二,本丛书取材广泛,纵横古今中外,品类繁多,包罗影视文(章)网(络)。

我们拟先推出三辑 30 本,以后再陆续添加。在本丛书的成书过程中,许多人都付出了大量的时间、精力和心血。我们在此向他们表示由衷的感谢。

尽管我们在尽最大的努力做好每一件事,但是失误仍然在所难免。希望广大读者一如既往地对我们的工作进行监督与批评,并欢迎广大读者随时与我们联系。

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## **How to Totally Satisfy Customer?**

*By D. Keith Denton*

In the decade <sup>①</sup> of the 90's, the battle cry for total customer <sup>②</sup> satisfaction will be heard from businesses looking to improve their profits, market position and class competitiveness.

Quality innovators, such as Motorola, Inc. , are focusing on customer service as their key to achieving total customer satisfaction. Motorola recognizes that world-class quality can be achieved only through outstanding <sup>③</sup> service.

George Fisher, Motorola's president and chief executive officer, noted the significance <sup>④</sup> of service. "Talking with our customers, we have discovered that product quality is not the biggest problem. Mistakes in billing, credit, back ordering and delivery are more likely to keep us from our objective (of total customer satisfaction), and we've started doing something about it, "

Motorola has tried to approach the problem of service logically. For years, manufacturers <sup>⑤</sup> of top quality products have identified a few good vendors <sup>⑥</sup> and suppliers, then dealt with them exclusively. Closer relationships were formed reliable and responsive vendor relationships were developed.



## 怎样让顾客完全满意?

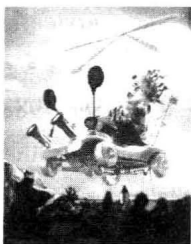
D·基斯·登顿

在 90 年代里,人们将会听到企业界高喊让顾客完全满意的口号,以提高企业的利润、市场地位以及与同行竞争的能力。

开创优质服务的企业,如摩托罗拉公司,注重顾客服务工作,作为使顾客感到满意的关键。公司认为,只有出色的服务才能使企业达到国际标准。

摩托罗拉公司的总裁兼总经理乔治·费希尔特别强调了服务工作的重要性。他说:“在和我们顾客的交谈中,我们发现产品质量并不是最大的问题。在开单据、办理赊购、延期交货和发货方面出差错才是使我们无法让顾客十分满意的关键所在,我们已经着手解决这些问题。”

摩托罗拉公司因势利导解决服务方面的问题。经过数年交往,生产高质量产品的厂家已经看准了少数优秀的销售商和供应商,并且仅仅和他们打交道,形成了更亲密的关系,并建立了更加信赖和默契的业务关系。



① decade [ˈdekeɪd]

n. 十年

② customer

[ˈkʌstəmə] n. 顾客

③ outstanding

[aʊtˈstændɪŋ] adj.

杰出的

④ significance

[sɪɡˈnɪfɪkəns] n. 意义, 价值

⑤ manufacturer

[ˌmænjuˈfæktʃərə]

n. 制造商

⑥ vendor [ˈvendə:]

n. 卖主, 自动售货机



Similar to other companies on the cutting edge of customer service, Motorola currently is applying this philosophy to the services that they receive. For instance, in November 1988, Motorola executives told the representatives<sup>①</sup> for the travel-related services they receive (e. g. hotels, air travel, credit cards and so on) that they would identify a few suppliers who are world-class.

The message Motorola's suppliers were sent is "half of you will double your share while the other half will lose 100% of your current share — quickly, " All service providers should listen to that message.

To improve services, companies first must understand everything possible about the customer. Service businesses must want to improve relationships with and also apply techniques<sup>②</sup> that help them better understand their customers.

Complaints are the worst kind of control (similar trying to improve safety by counting accidents) . It's better to establish preventative controls.

Relying on complaints reduces information. Most customers don't complain — they simply go to a competitor.

In many ways, the customer complaint department in service seems as obsolete as the quality inspection department is in manufacturing. The Japanese, as well as innovative<sup>③</sup> and competitive American manufacturers,



跟其他注重顾客服务的先进企业一样，摩托罗拉公司目前也把这个宗旨运用到为他们提供服务的部门。例如，1988年11月，摩托罗拉的经理告诉旅行界，如宾馆、航空公司、信用卡等部门的代表，他们将要认定少数能提供世界水平服务的单位。

摩托罗拉公司给服务业的信息就是：“不久，一半人将有成倍的生意，而另一半人将会迅速丢掉全部的生意。”所有服务部门应听从这些话。

要想改善服务，公司首先应该尽可能多地了解顾客的要求。服务行业的经营者必须有改善与顾客关系的愿望，同时采取一些措施。帮助公司进一步了解他们的顾客。

统计抱怨是最差的管理方法（就像试图用统计意外事故来改善安全一样），较好的管理方法是建立预防措施。

依靠顾客发牢骚所得到的情况会减少，大多数顾客并不抱怨——他们只不过另找别家罢了。

在许多方面，服务行业中的顾客投诉部就像工厂里产品质量检验部门一样过时。日本厂商和一些具有创新精神以及竞争意识的美国制造商都知道，产

① representative  
[ˌreprɪˈzɛntətɪv] n.

代表

② technique  
[tekˈnɪk] n. 技巧

③ innovative  
[ˈɪnəʊveɪtɪv] adj. 革新的

understand that quality is everyone's responsibility, not just the inspection department's. In the same light, customer satisfaction is everyone's responsibility.

To develop a more realistic picture of service and customer satisfaction, it's advisable to solicit <sup>①</sup> information. Questionnaires, telephone interviews <sup>②</sup> and personal interviews should be used when possible.

Focusing on long-term market share can be an effective means of increasing the competitiveness of American business. Generally speaking, the Japanese pay great attention to market share and less attention to immediate profits. American firms often reverse that order. Quality service or products don't happen through a short-term, profit-first approach. Joyce C. Hall, founder of Hallmark Cards, Inc. , said it best: "If a man goes into business with only the idea of making a lot of money, chances are he won't. If he puts services and quality first, the money will take care of itself. "

Businesses are recognizing the key role service contributes to total customer satisfaction. Producing goods always has been easier than providing good service. Services, however, are one-on-one and people dependent. Poor customer service by a single employee can ruin the most well-thought-out and integrated <sup>③</sup> corporate strategy. Customers say they're not nearly as dissatisfied with products as they are with the support



品质量是每个人的责任,而不仅仅是质量检验部门的责任。同样的情形,让顾客满意也是每一个人的责任。

为建立一套更加切合实际并让顾客满意的服务方法,积极收集顾客的需求信息是明智之举。如有可能,采取发调查表、电话采访和私人拜访的方法。

把重点放在长期的市场占有率上是美国企业增强竞争力的有效办法。一般说来,日本企业界非常注重市场占有率,而不太看中眼前的利润,然而美国公司却持相反态度。短期行为、利润领先的做法不可能创造优质服务和产品。侯玛克卡片公司的创始人乔伊斯·侯尔说得好:“如果一位进入商界的人只想着赚大钱,那他很可能赚不到钱,如他把服务的质量摆在第一位,那钱就会自己找上门来。”

企业界开始认识到,顾客满意的关键是提供服务的工作,生产产品总是比提供好的服务要容易。然而服务工作是一对一的,是靠人去做。只要有一位员工的服务工作没有做好,公司经过深思熟虑而制订的一整套战略部署就会毁于一旦。顾客会说,他们对产品并没有什么不满意,只是对提供

① solicit[ səˈlɪsɪt ] v.

恳求

② interview

[ ˈɪntəvjuː ] v. 会见

③ integrated

[ ˈɪntɪɡreɪtɪd ] adj. 综合的,整体的

services. To achieve total customer satisfaction, companies must focus on developing a new philosophy. They must:

- \* Identify a few quality service suppliers

- \* Focus on total cost of purchase <sup>①</sup> rather than on the narrowly defined lowest bid

- \* Focus on developing world-class service

To get from the present level to world-class service, companies must measure where they stand. World-class organizations are never satisfied with their current status. They constantly seek ways of improving weak areas.



的服务感到失望。要想让顾客满意，公司必须着眼于全新的服务宗旨。公司必须做到以下几点：

认定几个能提供优质服务的经营者；

进货时要注重总成本，而不是狭义的最低价钱；

注意发展世界水平的服务。

从目前的服务水平达到世界水平，公司必须估量一下目前所处的地位。具有世界水平的公司绝不会满足于他们目前的成就，他们总是不断地寻求改善薄弱环节的方法。

① purchase[ˈpɜːtʃəs]  
n. 购买，获得

## **Mystery of Time**

If you can read a clock, you can know the time of day. But no one knows what time itself is. We cannot see it. We cannot touch it. We cannot hear it. We know it only by the way we mark its passing. For all our success in measuring the tiniest parts of time, time remains one of the great mysteries of the universe.

One way of thinking about time is to imagine a world without time. There could be no movement, because time and movement cannot be separated. A world without time could exist only as long as there were no changes. For time and change are linked. When something changes, you know time has passed. In the real world, changes never stop. Some changes happen only once in a while, like an eclipse of the moon. Others happen repeatedly, like the rising and setting of the sun. People have always noted natural events that repeat themselves. When people began to count such events, they began to measure time.

In early human history, the only changes that seemed to repeat themselves evenly were the movements of objects in the sky. The most easily seen result of these movements was the difference between light and darkness.

The sun rose in the eastern sky, producing light. It moved overhead and sank in the western sky, causing



## 时间之谜



如果你会看钟，你就知道时间。但是没人知道时间的本质。时间是看不到、摸不着、听不见的，我们只能通过时间消逝的记录知道它的存在。我们成功地测量了最短的时间，但时间仍是宇宙间极其神秘的现象之一。

一种考虑时间的方法是设想一个没有时间的世界。那样就没有运动，因为时间和运动不可分。没有时间的世界只能存在于没有变化的情况下。因为时间和变化联系在一起。当某件事起变化时，你知道时间已经流逝。在现实世界里，变化永无止境，有一些变化只发生在瞬间，如月食；另一些则反复出现，如日出日落。人们一直注意反复出现的自然现象，在人们开始计算这些现象时，他们就开始测定时间了。

在人类的早期历史中，唯一的、似乎均衡地反复出现的变化是天空中物体的运动，最容易看到结果的这些运动是昼夜之分。

太阳在东方升起，放射出光芒。它慢慢移动，经过我们的头顶而向西方



darkness. The appearance and disappearance of the sun was even and unfailling. The periods of light and darkness it created were the first accepted periods of time. We have named each period of light and darkness one day. People saw the sun rise higher in the sky during the summer than in winter. They counted the days that passed from the sun's highest position until it returned to that position. They counted 365 days. We now know that is the time Earth takes to move once around the sun. We call this period of time a year.

Early humans also noted changes in the moon. As it moved across the night sky, they must have wondered. Why did it look different every night? Why did it disappear? Where did it go?

Even before they learned the answers to these questions, they developed a way to use the moon's changing faces to tell time. The moon was "full" when its face was bright and round. They counted the number of times the sun appeared between full moons. They learned that this number always remained the same, about 29 suns. Twenty-nine suns equalled one moon. We now know this period of time as one month.

Early people hunted animals and gathered wild plants. They moved in groups, or tribes, from place to place in search of food. Then people learned to plant seeds and grow crops. They learned to raise animals. They found