

●普通高等院校研究生英语“十三五”规划教材

Reading and Writing in English

A Coursebook for Non-English Major Graduates

非英语专业研究生英语读写教程

◎主 编 李英垣



华南理工大学出版社
SOUTH CHINA UNIVERSITY OF TECHNOLOGY PRESS

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前 言

《非英语专业研究生英语读写教程》(*Reading and Writing in English—A Coursebook for Non-English Major Graduates*) 主要针对高等学校非英语专业研究生的实际水平而编写, 以满足非英语专业研究生英语阅读与写作能力提高的需要。研究生阶段的英语教育属于英语教育结构中的最高层次, 在进一步丰富他们英语知识的同时, 帮助他们把英语知识转化为英语能力更为重要。秉持这样的理念, 本教程围绕课文内容设计了多种旨在培养学生能力的主观题型, 以较大的篇幅介绍了写作的基础知识和难度相当的实用文体写作内容, 配以适量的练习, 具有较强的针对性。本教程的目的在于让非英语专业研究生通过阅读广泛接触各种题材, 增强语感, 提高思辨能力; 同时, 为他们打开学练结合的空间, 实现阅读与表达的有机统一, 最终达到学能提升之目的。通过本教程的学习, 非英语专业研究生和其他英语学习爱好者在英语阅读能力与英语写作水平上有望登上新台阶。

本教程共 10 个单元, 每个单元包括阅读 (Part I Reading) 与写作 (Part II Writing) 两大部分。Part I 包括 Pre-reading, Text, Further Reading 三部分内容。Text 后提供了形式多样的练习, 以利于学习者对课文的透彻理解。练习主要有: 短语练习、释义填空、正误判断、回答问题、问题讨论、汉英翻译; Further Reading 后也提供了问答和正误判断题, 供学习者消化文章内容之用。Part II 由写作基础和写作专题构成, 后者主要涉及实用文体。每单元写作的内容与练习均有各自的特色, 题材涉猎广泛, 有利于学生扩大知识面, 通过不同体裁的写作练习, 有利于学习者奠定英语写作的基本功, 并提高他们的英语写作水平与能力。

本教程的编写人员均为多年从事非英语专业研究生教学的一线教师, 积累了丰富的教学经验, 对教学对象的情况甚为熟悉。各章节编写具体分工如下: 阅读部分: Unit 1、Unit 8 由程杰编写; Unit 2 由李英垣编写; Unit 3 由谭小兵编写; Unit 4、Unit 10 由杨春丽编写; Unit 5、Unit 7 由赵淑梅编写; Unit 6 由陈涛编写; Unit 9 由薛荷仙编写。Unit 1 到 Unit 10 的基础写作部分由李英垣编写。专题写作部分: Unit 1、Unit 10 由李英垣编写; Unit 2 由程杰编写; Unit 3、Unit 4 由谭小兵编写; Unit 5、Unit 8 由杨

春丽编写；Unit 6、Unit 7 由陈涛编写；Unit 9 由薛荷仙编写。

在本教程编写过程中，得到了华南理工大学研究生院领导的鼎力支持。华南理工大学外籍（美国）专家 William Faust 先生详细审读了初稿并提出了宝贵意见。我们还得到了华南理工大学出版社吴翠微女士的悉心指点与大力支持。由于本教程选材所涉及内容甚广，无法在此一一注明，特别予以说明。在此，向所有相关人士一并致以谢忱！

编者水平所限，加之时间仓促，疏漏与错误在所难免，恳请各位读者予以海涵。

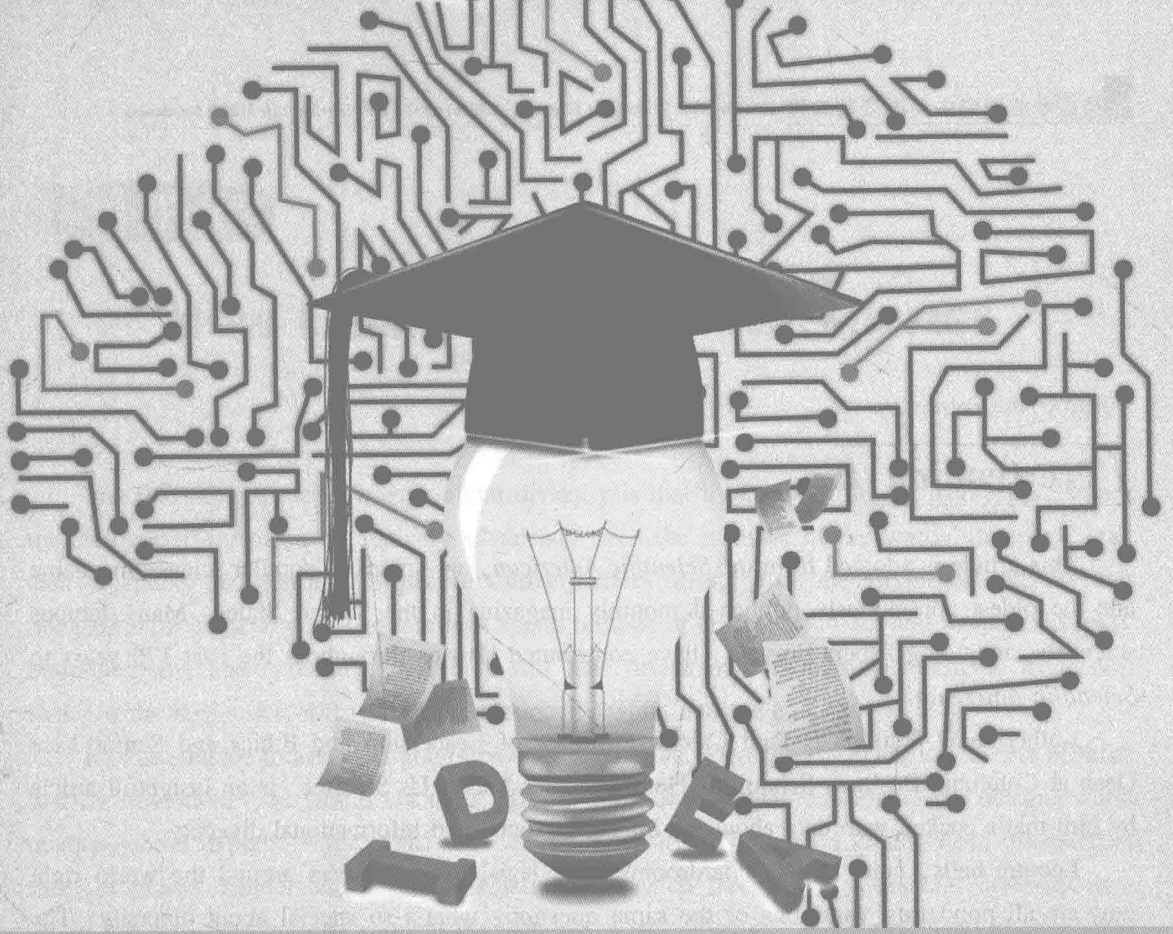
李英垣
2017年8月

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UNIT 1

● Part I Reading

How Diversity Makes Us Smarter

The Rivals

● Part II Writing

How to Write a Description

Notice Writing

Part I Reading

Pre-reading

This article is adopted from the *Scientific American*, an American popular science magazine and the oldest continuously published monthly magazine in the United States. Many famous scientists, including Albert Einstein, have contributed articles throughout the past 170 years to *Scientific American*.

Katherine W. Phillips is Paul Calello Professor of Leadership and Ethics and Senior Vice Dean at Columbia Business School. “How Diversity Makes Us Smarter” is an insightful article by him that’s packed with data about the impact of social and informational diversity.

Lecture halls, courtrooms, boardrooms, and legislative chambers around the world right now are all pondering variations of the same question: what’s so special about diversity? The article illustrates that decades of research by scientists, psychologists, sociologists, economists and demographers show that socially diverse groups (that is, those with a diversity of race, ethnicity, gender and sexual orientation) are more innovative than homogeneous groups.

It seems obvious that a group of people with diverse individual expertise would be better than a homogeneous group at solving complex, non-routine problems. It is less obvious that social diversity should work in the same way—yet science shows it does.

This is not only because people with different backgrounds bring new information. Simply interacting with individuals who are members of different groups requires us to make efforts to prepare better, to anticipate alternative viewpoints and to expect deliberation in reaching consensus.

More and more people in all walks of life believe that a group of diverse people with different backgrounds, experiences and leadership styles will out-think, out-innovate, and out-execute homogeneous groups of people.

Therefore, being around people who are different from us makes us more creative, more diligent and harder-working. Diversity can prompt people to think more critically, consciously, and deeply. So it should follow that operating in a diverse environment makes us smarter but it does not make it any easier. Diversity doesn’t require us simply to learn how to celebrate our differences. It requires us to tax our brains by questioning our worldviews, our beliefs and our institutions. Successful navigation of the diversity has always required extra thought, and more brainpower. The more diverse the location is, the more brainpower is required of the people who live there.



How Diversity Makes Us Smarter

Katherine W. Phillips

The first thing to acknowledge about diversity is that it can be difficult. In the US, where the dialogue of inclusion is relatively advanced, even the mention of the word “diversity” can lead to anxiety and conflict. **Supreme Court justices**¹ disagree on the virtues of diversity and the means for achieving it. Corporations spend billions of dollars to attract and manage diversity both internally and externally, yet they still face discrimination lawsuits, and the leadership ranks of the business world remain predominantly white and male.

It is reasonable to ask what good diversity does to us. Diversity of expertise confers benefits that are obvious — you would not think of building a new car without engineers, designers and quality-control experts — but what about social diversity? What good comes from diversity of race, ethnicity, gender and sexual orientation? Research has shown that social diversity in a group can cause discomfort, rougher interactions, a lack of trust, greater perceived interpersonal conflict, lower communication, less cohesion, more concern about disrespect, and other problems. So what is the upside?

The fact is that if you want to build teams or organizations capable of innovating, you need diversity. Diversity enhances creativity. It encourages the search for novel information and perspectives, leading to better decision making and problem solving. Diversity can improve the bottom line of companies and lead to unfettered discoveries and breakthrough innovations. Even simply being exposed to diversity can change the way you think. This is not just wishful thinking; it is the conclusion I draw from decades of research from organizational scientists, psychologists, sociologists, economists and demographers.

Information and Innovation

The key to understanding the positive influence of diversity is the concept of informational diversity. When people are brought together to solve problems in groups, they bring different information, opinions and perspectives. This makes obvious sense when we talk about diversity of disciplinary backgrounds — think again of the interdisciplinary team building a car. The same logic applies to social diversity. People who are different from one another in race, gender and other dimensions bring unique information and experiences to bear on the task at hand. A male and a female engineer might have perspectives as different from one another as an engineer and a physicist — and that is a good thing.

Research on large, innovative organizations has shown repeatedly that this is the case. For example, business professors Cristian Deszö of the University of Maryland and David Ross of

Columbia University studied the effect of gender diversity on the top firms in **Standard & Poor's Composite 1500 Index**², a group designed to reflect the overall US **equity market**³. First, they examined the size and gender composition of firms' top management teams from 1992 to 2006. Then they looked at the financial performance of the firms. In their words, they found that, on average, "female representation in top management leads to an increase of \$42 million in firm value." They also measured the firms' "innovation intensity" through the ratio of research and development expenses to assets. They found that companies that prioritized innovation saw greater financial gains when women were part of the top leadership ranks.

Racial diversity can deliver the same kinds of benefits. In a study conducted in 2003, Orlando Richard, a professor of management at the University of Texas at Dallas, and his colleagues surveyed executives at 177 national banks in the US, then put together a database comparing financial performance, racial diversity and the emphasis the bank presidents put on innovation. For innovation-focused banks, increases in racial diversity were clearly related to enhanced financial performance.

Evidence for the benefits of diversity can be found well beyond the US. In August 2012 a team of researchers at the **Credit Suisse Research Institute**⁴ issued a report in which they examined 2,360 companies globally from 2005 to 2011, looking for a relationship between gender diversity on corporate management boards and financial performance. Sure enough, the researchers found that companies with one or more women on the board delivered higher average returns on equity, lower gearing (that is, net debt to equity) and better average growth.

How Diversity Provokes Thought

Large data-set studies have an obvious limitation: they only show that diversity is correlated with better performance, not that it causes better performance. Research on racial diversity in small groups, however, makes it possible to draw some causal conclusions. Again, the findings are clear: for groups that value innovation and new ideas, diversity helps.

In 2006 Margaret Neale of Stanford University, Gregory Northcraft of the University of Illinois at Urbana-Champaign and I set out to examine the impact of racial diversity on small decision-making groups in an experiment where sharing information was a requirement for success. Our subjects were undergraduate students taking business courses at the University of Illinois. We put together three-person groups — some consisting of all white members, others with two whites and one non-white member — and had them perform a murder mystery exercise. We made sure that all group members shared a common set of information, but we also gave each member important clues that only he or she knew. To find out who committed the murder, the group members would have to share all the information they collectively possessed during discussion. The groups with racial diversity significantly outperformed the groups with no racial diversity. Being with similar others leads us to think we all hold the same information and share the same perspective. This perspective, which stopped the all-white groups from effectively processing the information, is what hinders creativity and innovation.

Other researchers have found similar results. In 2004 Anthony Lising Antonio, a professor at the Stanford Graduate School of Education, collaborated with five colleagues from the University of California, Los Angeles, and other institutions to examine the influence of racial and opinion composition in small group discussions. More than 350 students from three universities participated in the study. Group members were asked to discuss a prevailing social issue (either child labor practices or the death penalty) for 15 minutes. The researchers wrote dissenting opinions and had both black and white members deliver them to their groups. When a black person presented a dissenting perspective to a group of whites, the perspective was perceived as more novel and led to broader thinking and consideration of alternatives than when a white person introduced that same dissenting perspective. The lesson is, when we hear dissent from someone who is different from us, it provokes more thought than when it comes from someone who looks like us.

This effect is not limited to race. For example, last year professors of management Denise Lewin Loyd of the University of Illinois, Cynthia Wang of Oklahoma State University, Robert B. Lount, Jr., of Ohio State University and I asked 186 people whether they identified as a Democrat or a Republican, then had them read a murder mystery and decide who they thought committed the crime. Next, we asked the subjects to prepare for a meeting with another group member by writing an essay communicating their perspective. More important, in all cases, we told the participants that their partner disagreed with their opinion but that they would need to come to an agreement with the other person. Everyone was told to prepare to convince their meeting partner to come around to their side; half of the subjects, however, were told to prepare to make their case to a member of the opposing political party, and half were told to make their case to a member of their own party.

The result is the Democrats who were told that a fellow Democrat disagreed with them prepared less well for the discussion than Democrats who were told that a Republican disagreed with them. Republicans showed the same pattern. When disagreement comes from a socially different person, we are prompted to work harder. Diversity jolts us into cognitive action in ways that homogeneity simply does not.

For this reason, diversity appears to lead to higher-quality scientific research. This year Richard Freeman, an economics professor at Harvard University and director of the Science and Engineering Workforce Project at the National Bureau of Economic Research, along with Wei Huang, a Harvard economics Ph. D. candidate, examined the ethnic identity of the authors of 1.5 million scientific papers written between 1985 and 2008 using Thomson Reuters's Web of Science, a comprehensive database of published research. They found that papers written by diverse groups receive more citations and have higher impact factors than papers written by people from the same ethnic group. Moreover, they found that stronger papers were associated with a greater number of author addresses; geographical diversity, and a larger number of references, is a reflection of more intellectual diversity.

The Power of Anticipation

Diversity is not only about bringing different perspectives to the table. Simply adding social diversity to a group makes people believe that differences of perspective might exist among them and that belief makes people change their behavior.

Members of a homogeneous group rest somewhat assured that they will agree with one another; that they will understand one another's perspectives and beliefs; that they will be able to easily come to a consensus. But when members of a group notice that they are socially different from one another, they change their expectations. They anticipate differences of opinion and perspective. They assume they will need to work harder to come to a consensus. This logic helps to explain both the upside and the downside of social diversity: people work harder in diverse environments both cognitively and socially. They might not like it, but the hard work can lead to better outcomes.

In a 2006 study of jury decision making, social psychologist **Samuel Sommers**⁵ of Tufts University found that racially diverse groups exchanged a wider range of information during deliberation about a sexual assault case than all-white groups did. In collaboration with judges and jury administrators in a Michigan courtroom, Sommers conducted mock jury trials with a group of real selected jurors. Although the participants knew the mock jury was a court-sponsored experiment, they did not know that the true purpose of the research was to study the impact of racial diversity on jury decision making.

Sommers composed the six-person juries with either all white jurors or four white and two black jurors. As you might expect, the diverse juries were better at considering case facts, made fewer errors recalling relevant information and displayed a greater openness to discussing the role of race in the case. These improvements did not necessarily happen because the black jurors brought new information to the group — they happened because white jurors changed their behavior in the presence of the black jurors. In the presence of diversity, they were more diligent and open-minded.

Group Exercise

Consider the following scenario: You are writing up a section of a paper for presentation at an upcoming conference. You are anticipating some disagreement and potential difficulty communicating because your collaborator is American and you are Chinese. Because of one social distinction, you may focus on other differences between yourself and that person, such as her or his culture, upbringing and experiences — differences that you would not expect from another Chinese collaborator. How do you prepare for the meeting? In all likelihood, you will work harder on explaining your rationale and anticipating alternatives than you would have otherwise.

This is how diversity works: by promoting hard work and creativity; by encouraging the consideration of alternatives even before any interpersonal interaction takes place. The pain associated with diversity can be thought of as the pain of exercise. You have to push yourself to grow your muscles. The pain, as the old saw goes, produces the gain. In just the same way,

we need diversity — in teams, organizations and society as a whole — if we are to change, grow and innovate.

(The article is from <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>.)

Words and Expressions

lawsuit [ˈlɔːsjʊːt] <i>n.</i>	a case in a court of law which concerns a dispute between two people or organizations
诉讼; 法律诉讼	
predominantly [prɪˈdɒmɪnəntli] <i>adv.</i>	much greater in number or influence
主要地; 显著地	
confer [kənˈfɜː(r)] <i>vt.</i>	to give somebody a title or an honor
授予; 给予	
ethnicity [eθˈnɪsɪti] <i>n.</i>	the state or fact of belonging to a particular ethnic group
种族; 种族渊源	
cohesion [kəʊˈhiːʒn] <i>n.</i>	the state of sticking together
凝聚; 结合	
unfettered [ʌnˈfetəd] <i>adj.</i>	not controlled or limited by anyone or anything
无拘无束的; 不受限制的	
demographer [diˈmɒgrəfə] <i>n.</i>	a scientist who studies the growth and density of populations and their vital statistics
人口统计学家, 人口学家	
interdisciplinary [ˌɪntəˈdɪsɪplɪn(ə)rɪ] <i>adj.</i>	involving more than one academic subject
各学科间的; 跨学科的	
equity [ˈekwɪti] <i>n.</i>	the sum of your assets
资产净值	
gearing [ˈɡɪərɪŋ] <i>n.</i>	an assembly of gears designed to transmit motion; the relationship between the amount of money that a company is worth and the amount that it owes in debts
传动装置; 资产负债比率, 杠杆比率	
hinder [ˈhɪndə] <i>vt.</i>	to make it difficult for something to develop or succeed
阻碍; 打扰	
dissenting [dɪˈsentɪŋ] <i>adj.</i>	disagreeing, especially with a majority
不同意的	
jolt [dʒɔʊlt] <i>vt.</i>	to give somebody an unpleasant surprise or shock
使颠簸; 使震惊	
homogeneity [ˌhɒmədʒəˈniːəti] <i>n.</i>	the quality of being similar or comparable in kind or nature
同质; 同种; (等于 homogeneity)	
homogeneous [ˌhɒməˈdʒiːniəs] <i>adj.</i>	all of the same or similar kind or nature
同种的; 同类的, 同质的	

consensus [kən'sensəs] <i>n.</i> 一致, 共识	general agreement among a group of people
assault [ə'sɔ:lt] <i>n.</i> 攻击; 袭击	a strong attack made on an area held by the enemy; a physical attack
mock [mɒk] <i>adj.</i> 仿制的; 模拟的	constituting a copy or imitation of something
scenario [sə'nɑ:riəʊ] <i>n.</i> 方案; 情节; 设想	an outline or synopsis of a play (or, by extension, of a literary work); a postulated sequence of possible events
likelihood [ˈlaɪklihʊd] <i>n.</i> 可能性; 可能	the probability of a specified outcome
saw [sɔ:] <i>n.</i> 格言; 谚语	a short, familiar phrase or sentence that is considered to contain some truth about life
bear on 承担; 与……有关	to have to do with; be relevant to
correlate with 和……对应; 使……相互关联	to be related with
collaborate with 合作	to work together; cooperate
dissent from 不赞同; 与……意见不同	to express opposition through action or words; be of different opinions
come around 转而接受	to change one's position or opinion
jolt into action 受到震惊而采取行动	to be stunned and take action
reach/come to a consensus 达成共识	to reach an agreement
in collaboration with 与……合作	in cooperation with
conduct with 进行	to carry on; be underway
write up 整理成文; 写文章赞成	to bring to public notice by writing, with praise or condemnation; to put into writing
in all likelihood 十分可能	with considerable certainty; without much doubt

Notes

- 1. Supreme Court justices:** The Supreme Court of the United States is the highest federal court of the United States. Established pursuant to Article III of the United States Constitution in 1789, it has ultimate (and largely discretionary) appellate jurisdiction over all federal courts and over state court cases involving issues of federal law, plus original jurisdiction over a small range of cases. In the legal system of the United States, the Supreme Court is the final interpreter of federal constitutional law, although it may only act within the context of a case in which it has jurisdiction. The Court normally consists of the Chief Justice of the United States and eight associate justices who are nominated by the President and confirmed by the Senate. Once appointed, justices have life tenure unless they resign, retire, or are removed after impeachment (though no justice has ever been removed). In modern discourse, the justices are often categorized as having conservative, moderate, or liberal philosophies of law and of judicial interpretation. Each justice has one vote, and while many cases are decided unanimously, the highest profile cases often expose ideological beliefs that track with those philosophical or political categories. The Court meets in the Supreme Court Building in Washington, D. C.
- 2. Standard & Poor's Composite 1500 Index:** The S & P 1500, or S & P Composite 1500 Index, is a stock market index of US stocks made by Standard & Poor's. It includes all stocks in the S & P 500, S & P 400, and S & P 600. This index covers 90% of the market capitalization of US stocks. The index was launched on May 18, 1995.
- 3. equity market:** An equity market, stock market or share market is the aggregation of buyers and sellers (a loose network of economic transactions, not a physical facility or discrete entity) of stocks (also called shares), which represent ownership claims on businesses; these may include securities listed on a public stock exchange as well as those only traded privately. Examples of the latter include shares of private companies which are sold to investors through equity crowdfunding platforms. Stock exchanges list shares of common equity as well as other security types, e. g. corporate bonds and convertible bonds.
- 4. Credit Suisse Research Institute:** It is a leading financial services company, advising clients in all aspects of finance across the globe and it seeks to follow a balanced approach to wealth management, aiming to capitalize on both the large pool of wealth within mature markets as well as the significant growth in wealth in Asia Pacific and other emerging markets. Founded in 1856 in Switzerland, it has a global reach with operations in about 50 countries and 47,170 employees from over 150 different nations.
- 5. Samuel Sommers:** Dr. Sommers is a social psychologist interested in issues related to stereotyping, prejudice, and group diversity. His research focuses on two broad, often overlapping topic areas: (1) the influence of race-related norms and motivations on social