

READING AND THINKING

ON

International Business & Economics
from Western Journals

欧美经贸报刊阅读与思考

童 一 主编



浙江工商大学出版社
ZHEJIANG GONGSHANG UNIVERSITY PRESS

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前 言

继 2016 年浙江工商大学杭州商学院外语分院师生合作编写的《商务英语泛读》成功出版后,又一本师生共同编写的教材——《欧美经贸报刊阅读与思考》问世。本教材的出版,再次打破了教材由教师统领的思路,也再次证实了这种把教学从师生课堂合作延伸到课外的创新教学方式的可行性。

一年来,《商务英语泛读》作为浙江工商大学杭州商学院外语分院商务英语专业 16 级学生商务英语阅读课的教材,获得了学生的好评。使用学生参与编写的教材也激发了学生的学习动力。

本教材使用建议

本教材适用于普通高等院校、高等职业学院、成人高等学校的商务英语专业大一、大二年级学生的必修课或专业选修课,也适用于这类学校非商务英语专业学生的任意选修课,同时也可作为爱好商务英语的在校大学生和公司商务人才的自学教材,或作为任何对国际商务感兴趣的人员的阅读材料。

商务英语专业教师在使用本教材时,可根据学生的学习能力挑选合适的单元进行讲解,或选择有一定难度的单元做重点讲解。每个单元的前两篇文章后有“Read to Search”“Read to Think”和“Read to Create”三大练习。其中,“Read to Search”主要训练学生搜集、整理资料,以培养学生自主学习的能力;“Read to Think”是根据文章主题设计的开放式讨论题,教师可根据课时安排课堂讨论,也可作为学生课外的口语/书面作业;“Read to Create”主要培养学生的写作能力。这三大练习有助于提升学生的商务英语读写能力。每个单元的三篇文章都附有参考译文,其目的是帮助学生通过双语对照更好地理解英语原文。

本教材编写人员

《欧美经贸报刊阅读与思考》的主编为浙江工商大学杭州商学院童一老师,负责整本教材的审阅和统稿。具体章节的编写情况为:童一老师编写第 1,2,3 单元;雷亚敏老师编写第 4 单元;李英老师编写第 5 单元;黄秋林老师编写第 6 单元;董丹玲老师编写第 7 单元;倪育萍老师编写第 8 单元。

协助本教材编写的学生包括:杭州商学院外语分院商务英语专业 15 级甲班的徐悦、吕璐莎、倪若蓝、沈璐岑、张琪、王妲琪、蒋州洁、张严泓、章瑶瑶、周小月、王银露、汪萍、钱明月、陈梦盛、陈淑莹、林瑶瑶、王佳妮、王蓓蓓、顾浩杰、刘锦程、张亚萍、李晨洁;商务英语专业 15 级乙班的刘海英、鲁瑜晨、曹豪洋、梁荣增、李丽雪、王城燕、许振芯、王卓娅、王敏苗、李艳铃、周红艳、殷晓菲、洪佳旒、张佳和、张婷婷、赵慧媛、王怡、周怡、陈傅青、穆心宁、蔡蝶、卢海怡。

本教材的出版获得了浙江工商大学出版社的大力支持,外语与国际合作事业部罗丁瑞

主任和王英编辑为本教材的校对和排版付出了大量心血,在此代表本书编委表示感谢。

由于编者水平有限,且时间仓促,教材中难免有不足之处,欢迎使用本教材的教师、学生和读者批评指正。您的批评和指正将激励我们编写出更好的教材。

童 一

2017年8月

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UNIT 1 BUSINESS MANAGEMENT

Text

Tom Cook's Apple: More Collaborative, More Profitable

Evan Niu

It's now been five years since Steve Jobs lost his fight with **pancreatic** (*adj.* 胰腺的) cancer. Most observers wouldn't consider five years a particularly long period of time, but the tech world tends to move remarkably fast; five years is an **eternity** (*n.* 永恒) in Silicon Valley. That may be why it feels like Tim Cook has been Apple's CEO for so long, taking over just a few months prior to Jobs' death. Here are five notable ways that Apple has changed under Cook's leadership.

1. More Collaborative

Jobs had famously created internal **silos** (*n.* 筒仓) within Apple in his never-ending pursuit of secrecy. There are no shortages of stories about the security measures that Apple used to employ, particularly around top-secret projects. While there should be no doubt that some of these structures are still in place, it's just as clear that Cook has broken down a lot of those walls with the goal of increasing collaboration.

The **high-profile** (*adj.* 知名度高的) **ouster** (*n.* 解雇) of former iOS chief Scott Forstall in 2012 was done in the name of collaboration. Forstall didn't get along with many other executives, including Jony Ive. Plus he refused to take ownership of the disastrous Apple Maps launch. Recognizing that in order to achieve the maximum level of integration across hardware, software and services, it doesn't make much sense to **compartmentalize** (*v.* 区别对待) engineers, Cook set about to improve Apple's ability to collaborate. It's probably not a coincidence that Apple's various online services, while not without fault, now perform better than ever before.

2. More Shareholder-Friendly

As more of a traditional MBA-type of CEO, Cook places higher value on shareholders and their opinions. Jobs never had much regard for investors, and merely tolerated them by necessity. Jobs was also always averse to returning capital to shareholders, preferring to **hoard** (*v.* 囤积) cash to an unreasonable degree. He even ignored Warren Buffett's advice on the matter.

Apple's massive capital return program is easily the most shareholder-friendly move that Cook has made. The company simply had way too much capital just idling on the balance sheet. Through June 2016, Apple had returned a cumulative total of \$177 billion since 2012 between dividends and share repurchases. That's \$177 billion more than what Apple returned to shareholders under Jobs. To be fair, Jobs delivered capital appreciation **in spades** (*adv.* 肯定地).

3. More Engaged with the Media

For the longest time under Jobs, Apple would mostly **stonewall** (*v.* 设置障碍) the media. Anytime you read any article about Apple, you could count on the obligatory line that Apple declined to comment. This was a strategic aspect of how Jobs would influence the media—by using controlled favoritism. Any media outlet getting access to Apple was a big deal.

After becoming CEO, Cook wanted to actively change the way that Apple interacts with the media. The company's longtime head of PR, Katie Cotton, retired in 2014 after 18 years at Apple. Officially, Cotton's retirement was attributed to personal reasons, but unofficially there was a clear shift in how Cook wanted Apple to be perceived. Mark Gurman's expose at 9to5Mac (prior to joining Bloomberg) back in 2014 on Apple's media and PR strategy is a must-read.

These days, Apple responds to media inquiries and grants executive interviews far more than ever before.

4. More Profitable

It may also come as a shock to remember how much more modest Apple's financial performance was in 2011, relatively speaking. In the four full fiscal quarters preceding Jobs' death, Apple had sold 72.2 million iPhones, generated \$108.2 billion in total sales, and posted \$25.9 billion in net income. The company had \$81.6 billion in total cash on the balance sheet a few days before his death.

Apple has now reached a quarterly record of 74.8 million iPhones, trailing-12-month sales stand at over \$220 billion, and net income over the past year has been almost \$50 billion. The numbers speak for themselves; Cook has executed tremendously well.

5. More Socially Responsible

Cook has also helped usher in a new era of social responsibility for Apple. From

addressing human rights issues within its supply chain, to implementing a charitable matching program, and aggressively doubling down on environmental responsibility, it's clear Apple has grown meaningfully in this department. Not that Jobs' Apple was particularly lacking in social responsibility, but Jobs **was** more **preoccupied with** (全神贯注) product development.

It **goes without saying** (不言而喻) that Jobs is irreplaceable. But you also can't question the contributions that Cook has made while putting his own mark on the company.

(Source: <http://www.newsweek.com/tim-cook-apple-5-ways-changed-507078>)

Language Points

(1) That may be why it feels like Tim Cook has been Apple's CEO for so long, taking over just a few months prior to Jobs' death.

画线部分为现在分词短语,作前半句中表语从句的形式主语“it”的补足语。

(2) Recognizing that in order to achieve the maximum level of integration across hardware, software and services, it doesn't make much sense to compartmentalize engineers, Cook set about to improve Apple's ability to collaborate.

画线部分为状语从句,表原因。其中,“that ... engineers”为“recognizing”的宾语从句,而在该宾语从句内,“in order to ... services”为状语,表目的。

(3) It's probably not a coincidence that Apple's various online services, while not without fault, now perform better than ever before.

画线部分为“coincidence”的同位语从句;其中,“while not without fault”作从句内的状语,表伴随状态。

(4) After becoming CEO, Cook wanted to actively change the way that Apple interacts with the media.

画线部分为限定性定语从句,修饰“the way”。

(5) Apple has now reached a quarterly record of 74.8 million iPhones, trailing 12-month sales stand at over \$ 220 billion, and net income over the past year has been almost \$ 50 billion.

画线部分为现在分词短语,作状语,表示方式。

(6) From addressing human rights issues within its supply chain, to implementing a charitable matching program, and aggressively doubling down on environmental responsibility, it's clear Apple has grown meaningfully in this department.

画线部分为列举项,作状语,表原因。

Read to Search

1. Search for the information for the following businesses.

- (1) Apple _____
- (2) Silicon Valley _____
- (3) Slack _____
- (4) 9to5Mac _____
- (5) Bank of America _____

2. Search for the information for the following business moguls.

- (1) Scott Forstall _____
- (2) Jony Ive _____
- (3) Larry Page _____
- (4) Bill Gates _____
- (5) Rupert Hoogewerf _____

3. Search for the full names of the following acronyms and their Chinese equivalents.

- (1) MBA _____
- (2) PR _____
- (3) HR _____
- (4) CFO _____
- (5) AI _____

4. Search for the Chinese equivalents for the following technical terms.

- (1) balance sheet _____
- (2) dividend _____
- (3) capital appreciation _____
- (4) fiscal quarter _____
- (5) double down _____

Read to Think

1. What is Jobs' management style?

2. Will you manage your business like Jobs if you were the CEO of a company? Why?

3. What is Cook's management style?

4. Does Cook's management style contribute more to Apple than Jobs'? Why?

5. What can other businesses learn from the two different management styles of Jobs' and Cook's?

Read to Create

Write a passage on "A Comparison of Cook's and Jobs' Management Styles" in around 80 words.

参考译文

蒂姆·库克的“苹果”:多合作,高收益

伊万·钮

距乔布斯因胰腺癌去世至今已经五年了。对于大多数人来说,五年并不是一段很长的时光,但对于类似硅谷这样日新月异的科技王国来说,五年即是永恒。这也许正好解释了为什么蒂姆·库克仅在乔布斯去世前几个月才接管苹果公司,却让人感觉他已做了很久的CEO。苹果公司在库克的带领下呈现了以下五个显著的变化。

一、加强合作

乔布斯对保密性永无止境的追求创造了著名的苹果公司内部机制。关于苹果公司对产品,特别是对绝密项目的保密措施的传闻从未间断过。虽然部分保密机制毫无疑问还在运作,但很明显,库克为了加强合作已摒弃了相当大的一部分。

2012年,以加强合作的名义,iOS系统的前执行官斯科特·福斯特被高调解职,福斯特与其他许多包括乔纳森·伊夫在内的执行官之间存有芥蒂,此外,他拒绝为漏洞百出的“苹果”地图门事件道歉一事也是他被解职的一大原因。为了能最大限度地整合硬件、软件和服务,区别对待工程师的做法显然毫无意义,因此,库克开始着手提高苹果公司整体的合作能力。随后,苹果公司的各种在线服务的质量的提升(虽不能称为完美)也许并不是一个巧合。

二、对股东更加友好

作为一个更传统的工商管理学硕士,库克更重视股东及他们的意见。乔布斯除了必要的容忍之外,根本不把股东放在眼里。他在世时,宁愿将资金在公司里堆积如山,也不愿回报股东。在这个问题上,他甚至对沃伦·巴菲特的建议都置若罔闻。

苹果公司启动的对股东投桃报李的行为是库克向股东示好的最典型的举动。苹果公司有太多资金闲置在资产负债表上。从2012年到2016年6月,苹果公司将累计高达1770亿美元的资金以股息和回购的形式回流到股东手中,比乔布斯任期内回报股东的总量高出1770亿美元。当然,平心而论,乔布斯的做法实现了资本增值。

三、与媒体合作更频繁

乔布斯任下的苹果公司在很长一段时间里都将媒体拒之门外。任何一篇有关苹果公司的文章里,你都会发现一行措辞强硬的语句:苹果公司谢绝对此评论。乔布斯就是这样通过控制喜好来影响媒体,任何媒体想要挖到苹果公司的新闻都是难上加难的。

在执掌苹果公司以后,库克积极改变苹果公司和媒体合作的模式。苹果公司的资深公共关系总裁凯蒂·科顿在任职18年后于2014年卸任。于公来说,凯蒂的退休更多是出于自身原因;但于私来说,这是由于库克希望外界看到一个焕然一新的苹果公司。马克·古尔曼于2014年在9to5Mac网站发表的阐述苹果公司关于媒体和公共关系策略的文章值得一读。

现在,苹果公司回应媒体及准许高管接受采访的举动远比之前要频繁得多。

四、增加利润

回想起苹果公司在2011年相对较低的财务业绩,我们仍然感到很震惊。在乔布斯去世前的四个季度里,苹果公司卖出了7220万台苹果手机,总销售额达到1082亿美元,净利润259亿美元。在乔布斯去世几天前,苹果公司资产负债表上的现金总额达到816亿美元之多。

而现在,苹果公司创下了每季度售出7480万台苹果手机的记录;在过去的12个月里,销售额超过2200亿美元,净利润将近500亿美元。这些闪亮的数字是库克出众的管理能力的明证。

五、承担更多社会责任

在库克的领导下,苹果公司在承担社会责任方面翻开了新篇章。从介入公司供应链上的人权问题到实施慈善匹配项目,以及在环保上的翻倍投入,都表明苹果公司对社会做了有意义的贡献。当然,这并不是说乔布斯承担的社会责任不够,而是乔布斯更注重产品的开发。

乔布斯无可替代的地位是不言而喻的,但库克为治下的苹果公司所做的贡献谁也不能抹杀。

Further Reading

Beyond the Stars, Elon Musk Aims for Mars

David Dittman

Elon Musk sees sustainable cities on Mars within the next 50 years. And he expects to travel even farther into the solar system.

The fine folks at Zero Hedge cast their reliably **cynical** (*adj.* 怀疑的) gaze toward the 67th annual International Astronautical Congress in Guadalajara, Mexico, yesterday, with Elon Musk's presentation on the colonization of Mars **squarely** (*adv.* 完全地) in the cross hairs.

"Musk has been successful in the way he characterizes huge problems," writes *nom de site* Tyler Durden, "and the ability to address them. Need an atmosphere? Yes, we can adjust that. Need it warmer? We can warm the planet, just like we have Earth."

"And so on."

Musk, a man of rare ambition and considerable ego, is an easy target for even the idealistic among us, given the recent struggles of his Earth-bound enterprises.

His deal to combine electric car maker Tesla Motors Inc. (TSLA) with rooftop solar panel maker SolarCity Corp. (SCTY)—two money-losing companies—has not been received well in the financial world.

Tesla stock is down 12.2% since terms of the \$2.6 billion deal were agreed on August 1, 2016, while SolarCity is off 24.6%.

Tesla's production goals are highly questionable, and SolarCity's most recent **maneuvers** (*n.* 策略) include layoffs and other cost-cutting steps.

And Musk's Space Exploration Technologies Corp. (Space X) just saw its Falcon 9 two-stage rocket blow up on the launch pad at Cape Canaveral four weeks ago.

So sneering seems not a cynical but a realistic view on this self-styled "super **villain** (*n.* 反面人物)," particularly as he explains Space X's plan to colonize Mars, powered by his new "Big Falcon Rocket."

As Zero Hedge points out—and as also stands to **astrophysical** (*adj.* 天体物理学的) reason—when the dying sun consumes Earth, it will also devour Mars.

So colonizing the Red Planet is no **panacea** (*n.* 万应灵药) when it comes to extending humanity's existence beyond the life of the Blue Marble.

But even after characterizing Musk's "Earth-based inventions and investments" as "somewhat constricting" and "cash-burning," Zero Hedge does "salute Musk's vision." And his ultimate goal is to "make Mars seem possible."

As **otherworldly** (*adj.* 超凡脱俗的) as it must seem, building a "self-sustaining city" in a world 33.9 million miles away at its closest point is simply a jumping-off point: The Interplanetary Transport System "is not just for Mars."

And his ultimate goal is to "make Mars seem possible."

As an image tweeted by Space X reveals, Jupiter is on the itinerary too. Indeed, as Sean O'Kane writes in The Verge: "Elon Musk wants to build a transit system that lets humans tour the entire Solar System."

Space X continues to make real, tangible progress. The company "just achieved first firing of the Raptor interplanetary transport engine" three days ago, on Monday, September 26.

The proper way to understand Elon Musk is not as a CEO, a financier or even an entrepreneur. As Space X founding team member Jim Cantrell explained for Forbes, he's an engineer.

"The one major important distinction that sets him apart," Cantrell noted, "is his inability to consider failure."

It may be time to consider picking up stock in Tesla and SolarCity as deep-value plays after their respective **drubbings** (*n.* 彻底击败). Space X is not a publicly traded entity, so there's no way for us to own it.

We can, however, get a piece of the New Space Race via Aerojet Rocketdyne Holdings Inc. (GY), a small cap whose Aerojet Rocketdyne subsidiary is the prime contractor for the RS-25 rocket.

As much wonderful vision as Musk has provided, NSDS continues to do some **halfway-decent** (*adj.* 不伦不类的) things as far as space exploration is concerned.

Its deep-space rocket is actually ahead of Musk's.

NASA fired its Space Launch System (SLS), which incorporates four RS-25 rockets in its core stage, for 500 seconds back on March 10, 2016. SLS too will take astronauts to deep-space destinations, including **asteroids** (*n.* 小行星), Mars and other planetary systems.

According to NASA, "The next time rocket engine No. 2059 fires for that length of time, it will be carrying humans on their first deep-space mission in more than 45 years."

Aerojet Rocketdyne, formerly known as GenCorp Inc., is a \$1.34 billion company with long-standing ties to NASA. It's been in the aerospace industry since 1945, when predecessor General Tire & Rubber Co. acquired Aerojet Engineering Corp.

The company reported the second-quarter net sales of \$408.4 million and net income

of \$5.9 million, or \$0.09 per share. It enjoys a funded **backlog** (*n.* 积压未办之事) of \$2.3 billion.

Aerogel was in the action when NASA launched Apollo 11 and landed men on the moon for the first time in 1969.

And it's going to be there when we take the interplanetary leap.

Will we live on Mars by the 2060s? Who knows?

But without visionaries, there's no innovation.

Money Quote: "If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea."

(Source: <http://www.wallstreetdaily.com/2016/09/29/beyond-stars-elon-musk-aims-mars/>)

Language Points

(1) The fine folks at Zero Hedge cast their reliably cynical gaze toward the 67th annual International Astronautical Congress in Guadalajara, Mexico, yesterday, with Elon Musk's presentation on the colonization of Mars squarely in the cross hairs.

画线部分为“with”构成的介词短语，表示伴随状态。

(2) “Musk has been successful in the way he characterizes huge problems,” writes *nom de site* Tyler Durden, “and the ability to address them. Need an atmosphere?”

画线部分为定语从句，修饰“the way”。

(3) Musk, a man of rare ambition and considerable ego, is an easy target for even the idealistic among us, given the recent struggles of his Earth-bound enterprises.

画线部分为插入语，具体说明 Musk 是怎样一个人。

(4) So colonizing the Red Planet is no panacea when it comes to extending humanity's existence beyond the life of the Blue Marble.

画线部分为状语从句，表时间。

(5) As otherworldly as it must seem, building a “self-sustaining city” in a world 33.9 million miles away at its closest point is simply a jumping-off point: The Interplanetary Transport System “is not just for Mars.”

画线部分是前面形式主语“it”的真正主语。

Read to Search

1. Search for the information for the following businesses.

(1) Zero Hedge _____