

当代研究生 英语阅读教程

Active English Reading for Postgraduates

1

主 编 施发敏



高等教育出版社
HIGHER EDUCATION PRESS

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《当代研究生英语阅读教程》(Active English Reading for Postgraduates)是根据《非英语专业研究生英语教学大纲》和当代研究生英语发展及时代要求的原则,本着有效地提高学生的英语阅读能力、全面提升研究生英语语言素养的目的而编写的。

语言文化知识的获取离不开真实的语言学习环境。中国学生在本土学习英语,要想创建真实的语言环境并非易事,而阅读是语言和文化学习的重要手段和途径。通过阅读,学生可以身临其境,获取大量语言知识,从而发展和提升英语综合应用能力。与此同时,通过广泛接触内容丰富、文体不同的文章,学生会进一步扩大和掌握英语词汇,熟悉各种语言现象和写作技巧,全面提升整体英语水平。

为此,我们特地编写了《当代研究生英语阅读教程》。该教程内容经过严格的筛选和科学的设计,在选材、内容编排、练习设计等方面体现以下特点。

既注重时代性,又突出经典性

注重时代性。本教程很多文章选自近年国外权威的报刊、杂志,具有鲜明的时代感,主要体现在选择当今社会的热门话题,例如:能源危机、环境保护、国际经济、金融海啸、器官再造等,主题丰富,语言地道,既体现时代特色,又注重文化内涵及思想深意,反映时代发展,展现语言魅力。

突出经典性。在注重时代性的同时,本教程也注重从经典的英文原著著作中选材,内容涉及哲学、经济学、文学、历史、文化、心理学等方面,充分体现其经典性。通过阅读这些文章,学生可充分体验经典的魅力,品味英



语国家的文化,培养文化意识,提高对不同文化的理解,培养在跨文化交际情境中恰当、得体地使用地道英语的能力,从而达到拓宽知识视野、提高文化素养的目的。

融知识性和可读性于一体

本教程分为两册,内容新颖、材料真实、题材广泛,涉及工业、农业、文学、医学、艺术、历史、科学、教育、能源、环境、社会等 36 个主题。选文兼顾不同学科,融知识性、趣味性和可读性于一体。为更好地体现可读性和趣味性,我们特地安排了 4 个“轻松阅读”单元,相信将会极大地激发学生的兴趣,让他们在感知英语语言魅力的同时,在潜移默化中培养他们的科学素养和人文精神。

本教程按主题设计单元,可满足学生不同的阅读需求。学生既可以根据自己的具体学习情况和兴趣爱好进行选择性地阅读,提高知识深度和广度;还可以循序渐进,按本教程的内容安排,系统地进行学习。

练习形式多样,突出综合技能培养

练习设计注重综合技能培养,所有练习富有启发性和挑战性,既有词汇层次的,也有篇章理解方面的,还有要求学生归纳总结方面的,从而达到全面提升英语综合应用能力和提高学习策略与创新思维能力的目标。

本教程不仅适用于在校研究生的需要,对各类同等学力申请硕士人员、出国留学生及广大英语爱好者也同样具有一定的参考价值。

在本教程的编写过程中,我们参阅了大量图书资料和网上资料,特向这些资料的作者、编者和出版者表示衷心的感谢。同时,我们还得到了高等教育出版社的大力支持,对此我们深表谢意。

由于编者水平有限,难免有错误与疏漏之处,恳请广大读者及同行专家不吝赐教。

编 者

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Unit 1 Career Planning



CAREER PLANNING refers to structured exercise undertaken to identify one's objectives, marketable skills, strengths, and weaknesses, etc., as a part of one's career management. The purpose of career planning is to enable students to plan and follow a flexible course of action that will lead to self-sufficiency and a satisfying career.

Part I Reading Comprehension (Skimming and Scanning)

Career Planning

There are many strategies you can use to select and plan a career path, but perhaps the two most basic patterns are bottom-up and top-down.

Bottom-up career planning

Bottom-up career planning means figuring out how you can best take advantage of the career building blocks you already possess. It is a low-level, objective method of planning.

Perhaps the simplest form of bottom-up planning is when you pass a store window with a "Help Wanted" sign, and you apply for a job there because it is available and because you think it is a halfway decent fit for you. A more complex method of bottom-up planning involves assessing your current needs (salary, hours, benefits, location) and qualifications (education, skills, experience) in order to figure out what line of work would best suit you. Then you might create a résumé and start looking for work based on what positions you feel qualified for, or you might go freelance and/or build a business around your capabilities. In the back of your mind, you are asking, "What kind



of job should I get?" or "What kind of work am I qualified to do?"

Bottom-up career planning is pretty much the *de facto* (事实上的) standard. When people do any serious career planning at all, they almost always use a bottom-up strategy. The very act of creating a résumé is largely a bottom-up process.

Have you ever taken one of those career assessment tests? That is also a bottom-up process. In high school I took the Kuder Occupational Interest Survey, which is a lengthy multiple-choice test that is supposed to help you determine what kind of career would best suit you. It asks strange questions like, "Would you rather watch an opera, a political rally, or a fire?" Then it compares your answers to those of various career professionals in its database. The results tell you which careers are filled with people who think like you do, so I guess the assumption is that you will be the happiest among your own kind. Incidentally, the top 3 matches the Kuder spit out for me were: (1) computer programmer, (2) forester, and (3) math professor. An unfortunate limitation of the Kuder is that it can not recommend careers that do not exist at the time of the test. I suppose forester is pretty close to blogger though; they both keep the trees safe.

After we got our results, I had a lot of fun ribbing an intelligent friend whose Kuder recommended bricklayer as his top career choice. For all I know he is probably building web server farms today.

Top-down career planning

Top-down career planning means getting in touch with who you really are at the deepest level (either soulfully or mentally, depending on your preference) and figuring out the best way to outwardly express and share that core value with the world. This is a high-level subjective method of planning.

A very simple form of top-down planning would be to say, "I really resonate with the concept of courage, so I'm going to make a career out of being courageous." But of course you can delve much deeper into your values, character, and other soulful attributes to come up with a more detailed career concept. In the back of your mind, you are asking, "Who am I really?" or "How can I best share my core, innate value with the world?"

Top-down career planning is much less common than bottom-up. Top-down is sometimes seen in artistic fields like music, art, and drama, but even then it is rare to see it executed consciously. For example, deciding to be a musician because you love music is still bottom-up. Deciding to express peace because you recognize that the core of your being is perfect stillness would be top-down, and composing peaceful music would be one of many media you could use for that.

Many people have done top-down exercises such as clarifying their values or writing a mission statement, but they rarely take the process far enough to actually develop those core ideas into a full-time career. This is why you see people with mission statements like, "I want to use music to teach people unconditional love and compassion" work in retail sales.

Bottom-up vs. top-down career planning

Bottom-up career planning starts with the practical, low-level, physical aspects of a career. It regards things like salary, qualifications, security, *perks* (额外补贴), and potential for advancement

as the most important elements to get right. Once you have those things in place, it is up to you to do the best you can to enjoy it.

Top-down career planning starts with the high-level, spiritual and emotional aspects of a career. It regards creative self-expression as the most important element to get right. Once you have an outlet for creatively expressing the real you, you then work through the practical issues of developing your skills and generating income to meet your physical needs.

Both strategies have their strengths and weaknesses, so a balanced approach seems wise. I would not recommend applying both strategies with equal weight, however. I think the best career planning *combo* (结合物) would be about 80% top-down and 20% bottom-up.

What would this 80-20 combo look like? It means that you would invest the bulk of your career planning efforts into figuring out who you really are, getting in touch with your core values, and deciding what it is you really want to express to the world. The result of that would basically be a statement of purpose that deeply resonates with you. Once you have this, you are really 80% of the way there.

For example, Erin knows that she is all about compassion. She is very clear about that. She knows that no matter what the physical form of her career looks like, it has to be centered around the expression of compassion. Otherwise, she wouldn't be expressing her true self. She'll never be happy and fulfilled in a career that isn't a strong fit for expressing and sharing compassion, regardless of her qualifications, how well it pays, or how otherwise perfect it seems. Given that she knows this, she can continue with the top-down planning process to drill down into exploring different ways of expressing that, such as by blogging, offering intuitive readings, helping people in the forums, etc. As soon as she got clear on the core value she needed to express, it wasn't that hard for her to get the low-level pieces in order, including developing her skills via education and practice and finding a sustainable way to generate income from her work.

When I first met Erin back in 1994, however, she was working as a secretary. She held many secretarial positions before that too. Why? Mainly because she can type more than 90 words per minute. If she kept going with that bottom-up approach, she might have eventually progressed to being an executive assistant. That would have been a great fit for her qualifications and experience, and it would have met her physical needs just fine, but secretarial work would have been a very weak outlet for expressing her core value of compassion. Interestingly, her typing skills now serve her very well as a blogger.

If you put bottom-up planning ahead of top-down planning, you are putting the cart before the horse. That approach just won't yield the right level of clarity. It's not a good way to consciously build a fulfilling career. It's like looking at the ground to explore the stars.

I see the results of excessive bottom-up planning in my email inbox every week. People who center their career paths around their qualifications, skills, and salary requirements so often end up miserable — or, at the very least, disillusioned — even when they seem to be thriving from an objective standpoint. It is rough when people succeed in getting what they asked for, only to realize



they asked for the wrong thing. After 10 ~ 20 years, they are dying inside while their souls are screaming for them to just stop and quit everything . . . invariably to move to a career that will serve as a better outlet for their creative self-expression.

Just because you can do something and get paid well for it doesn't mean you should. Don't confuse your medium with your message. You will be much more fulfilled if you pursue a career that allows you to express your true self as fully as possible. Then educate yourself, practice, and build your skills to get good at compatible forms of expression until you can abundantly satisfy your physical needs. That may take some time, but if you are really expressing your true self, the process should be fun and enjoyable.

Your optimal career is simply this: Share the real you with the physical world through the process of creative self-expression. In order to do that, however, you must first discover the real you. But it makes no sense to choose a medium for self-expression (i. e. a traditional career), such as being a doctor, a writer, or an entrepreneur, until you first determine what it is you're going to express.

(1,499 words)



Exercises

I. Directions: *Decide whether the following statements are true or false according to the passage.*

Write "T" for true and "F" for false in the space provided.

- _____ 1. The simplest method of bottom-up career planning involves taking career assessment tests.
- _____ 2. Accessing your current needs and qualifications is largely a bottom-up process.
- _____ 3. Kuder Occupational Interest Survey can suggest the proper careers that even don't exist at the time of the test.
- _____ 4. The author took the career of a blogger which is close to the Kuder's recommendation.
- _____ 5. Top-down career planning involves sharing the core, innate value with the world.
- _____ 6. Deciding to be a musician because you love music is a high-level subjective method of planning.
- _____ 7. Only after people have finished top-down exercises can they develop their core ideas into a full-time career.
- _____ 8. The author prefers a combined career planning with both strategies of the same importance.
- _____ 9. It's a wise way to put top-down planning in front of bottom-up planning.
- _____ 10. Erin becomes a blogger as a result of executing bottom-up planning.

II. Directions: *Complete the following sentences according to the passage.*

1. A more complex method of bottom-up planning involves assessing your _____ in order to figure out what line of work would best suit you.

2. Bottom-up career planning starts with _____ aspects of a career.
3. Top-down career planning regards _____ as the most important element to get right.
4. People with excessive bottom-up planning center their career paths around _____.
5. The optimal career is simply to share the real you with the physical world through _____.

Part II Reading Comprehension (Reading in Depth)

Passage 1

Portfolio Career

The traditional view of what constitutes a job and career is no longer valid. Jobs and careers will look significantly different for new entrants to the job market than for entrants of the baby-boom years who now occupy organizational **arteries**. Viewing oneself as having a “job” is a potentially dangerous frame of mind. People lose jobs. People fail to get the jobs they wish, or their jobs are **outsourced** or transferred to a different location. An individual who defines themselves by referring to their jobs are at risk of being trapped by their view of the world.

Consider the potential impact on self-esteem and self-worth if your position is eliminated as a result of technological advancement. The traditional view of careers is equally risky. The assumptions an individual makes concerning careers can trap them into ways of thinking and action that are not in their best interest.

The portfolio view allows an alternative way of framing the relationships between work, organizations, payment and value for an individual. And it provides a new set of assumptions to help people cope with the uncertainty of the job market.

Webster’s dictionary defines a portfolio as “a list of stocks, bonds and commercial paper owned by a bank or an investor”, suggesting that a portfolio is a collection of items of value, held for the purpose of increasing that value. In a portfolio career, individuals possess a portfolio of skills which they market to a portfolio of clients.

Like the financial portfolio, the purpose of the portfolio is to manage risk. The financial portfolio handles risk by using various financial instruments with differing risks for differing parts of the economic cycle. The career portfolio minimizes risks by having skill sets which can produce a variety of value added activities. If one skill is not in demand, another may be. Further, risk is minimized because the individual deals with several clients. If the relationship with one client ends, the impact is minimized as the dependence on one client is eliminated. **Paradoxically**, job security is attained through detachment and diversification, rather than loyalty and commitment.

In a portfolio career, an individual’s value to an organization is based on their skill set and



results produced. The collection of skills is portable and the individual assesses when and where to apply the various skills. The risk of skills obsolescence is managed by acquiring proficiency in a variety of skills and continually developing new skills.

To reduce skills risk, individuals must view themselves as holders and developers of skills. Skills have a life cycle of usefulness. The process of development, maturity and decay is essential for the renewal of the individual's skill set and the management of risk.

The concept of the portfolio career is congruent with Marshall McLuhan's saying "The future of work will consist of learning a living". Consequently, individuals must continually develop their skills.

Knowing things is no longer sufficient. Due to the rate of knowledge growth and change, knowing how to access information increases in importance. Individuals must recognize the role of knowing how to learn. For example, there is a difference between knowing the management control procedures of your organization and understanding what you must learn in order to change those procedures in the future.

The second risk that "portfolio careerists" must manage is client risk. As the career orientation shifts from "one company and one career" to "many jobs and contracts", risk is minimized by having a variety of clients in your portfolio. With "one company and one career", individuals are dependent on their skills remaining of value to their organization and that the environment will continue to be positive for that organization.

To minimize client risk, an individual must develop a group of clients appropriate to the skill repertoire they both currently possess and have plans to develop. These clients may be categorized as:

- Money clients

Money clients provide the funds required to pay the bills. Skills used for these clients are typically not particularly unique. Little learning takes place in performing work for money clients.

- Learning clients

Learning clients provide opportunities to develop new skills and concepts. These activities enable individuals to attain the skill sets they will market in the future. Generally, concrete or extrinsic rewards are not the focus. If payment is received, it is for results as the individual is learning and developing their skills as they work.

- Niche clients

Niche clients result from the matching of developed skills with a significant client need. With niche clients, individuals can market their skills at a **premium price**. Niche clients also allow you to develop your reputation and network for future work.

The key to the portfolio career is to view oneself as a holder of skills necessary to service clients. Both the skills and the client base must be continually developed. The long-run implications of the portfolio career are uncertain. While organizations have been quick to accept the benefits and inevitability of contracting out, temporary jobs, and part-time employees, the long-run implications of these steps should be examined.

(848 words)

artery /'ɑ:təri/ n. 要害部门

outsource /'aʊtsɔ:s/ v. 外包

paradoxically /ˌpærə'dɒksɪkəlɪ/ adv. 自相矛盾地

niche /nɪʃ/ n. 产品或服务所需的特殊领域

premium price 溢价



Exercises

I. Directions: The passage is followed by 5 questions or unfinished statements. For each of them there are four choices marked A, B, C and D. You should decide on the best choice.

- () 1. According to the writer, which of the following statements concerning people with traditional view of a job and career is **NOT** true?
- A. They define themselves by referring to their jobs.
B. They find it difficult to transfer to a different position.
C. They have a potentially dangerous frame of mind.
D. They are trapped into ways of thinking and action that are not in their best interest.
- () 2. In a portfolio career, one way of maintaining job security is through _____.
A. special skills B. responsibility C. devotion D. dispassionateness
- () 3. According to the writer, the key to the portfolio career is to _____.
A. minimize client risk B. learn a living
C. be a holder of skills to serve clients D. know how to access information
- () 4. Niche clients can provide _____.
A. opportunities to develop new skills B. additional payments
C. renewal of the individual's skill set D. required funds
- () 5. According to the passage, a portfolio career _____.
A. is uncertain B. develops new skills
C. has social implications D. reduces job risk

II. Directions: For each item in this exercise, a sentence from the passage above containing a new word is quoted. Give the definition of the word that makes sense in the sentence.

1. "Paradoxically, job security is attained through detachment and diversification, rather than loyalty and commitment."

Detachment means _____.

2. "The risk of skills obsolescence is managed by acquiring proficiency in a variety of skills and continually developing new skills."

Obsolescence means _____.

3. "The concept of the portfolio career is congruent with Marshall McLuhan's saying 'The future of work will consist of learning a living'."