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Sales Force

当前中国经济的一大任务是刺激内需,拉动经济发展。在这个过程中,商业零售连锁店集团的出现,占尽天时地利,获得了政策上的支持,像上海联华集团这样的超市公司的迅猛发展似乎为实现零售业的现代化开拓出了一条前景美好的道路。

Just off a busy Shanghai street, under an archway and down an alley, lies one of China's great hopes for its retail industry—in a small, nondescript building entered by way of a freight elevator. Behind this unassuming exterior is the headquarters of Lianhua Supermarket Co., the country's largest chain-store operation, with 400 outlets and 4.2 billion renminbi (\$ 500 million) in sales last year.

Despite its size, Lianhua remains little known outside Shanghai. But that may be about to change: Having started life as a pet project of municipal officials, the chain is now a favourite of the national government. Developing domestic chains has become a political priority as China seeks to modernize retailing and boost consumer spending—a step vital to preventing economic growth from sliding below this year's target of about 7%.

“ Since chain stores are a good way to stimulate consumption, especially of daily necessities, they can help pull the overall market out of the doldrums ,” says Li Fei, a market-

nondescript: 不起眼的,不引人注目的

unassuming: 谦逊的,不摆架子的

outlet: 批发商店

pet project: 优先工程

municipal: 市立的,市属的

Slide: 滑落

猫吃狗咬鼠还撵 骡马驮猪牛羊啃 豺狼虎豹兔狐兔 豺狼虎豹兔狐兔

stores . Chains get consumers to spend by offering a greater range of products and placing their stores in convenient locations . At the same time, they help to streamline distribution by reducing the number of accounts suppliers have to deal with .

As chain stores grow in number and influence, they're also expected to change the behaviour of manufacturers . Unlike traditional retailers that stock whatever factories send them, chains focus on building market share to create economies of scale⁰ . And that means they tend to be more interested in stocking products of consistent quality that can be relied on to bring customers back for more .

“ This kind of retail encourages manufacturers to produce what they can sell, as opposed to selling what they can produce, ” says Guo Geping, secretary-general of the year-old China Chain Store and Franchise Association, an offshoot¹ of the Ministry of Internal Trade . “ As a result, it will push the market economy forward . ”

Indeed, to hear Guo and Li talk, chain stores are the answer to many of the problems plaguing² Chinese retailing: inefficient distribution, inadequate infrastructure³ and a lack of both coordination and technology . Pushing that development forward, however, is a delicate balancing act . Foreign retailers are clamouring⁴ to

doldrums: 不景气的,无生气的

streamline: 精简,使合理化
deal with: 应付,处理

0 economies of scale: 规模经济

1 offshoot: 分支机构

2 plague: 困扰,使苦恼

3 infrastructure: 基础设施

4 clamour: 吵吵闹闹,喧嚷

enter the market and are being encouraged by the government to share their much-needed know-how with Chinese chains, whether through joint ventures or state-sponsored seminars . Yet China is also reluctant to level the playing field just yet—Beijing wants to give local chains time to become domestic powerhouses⁵ before throwing the shop doors open to foreign giants .

5 powerhouse: 强有力的人或企业

Still, even state-owned firms such as Lianhua face an uphill⁶ battle, despite the preferential treatment they get from the authorities . Not only must Lianhua struggle to cope with slower retail sales and increased competition but also it needs to prove it can do business beyond its stronghold⁷ in eastern China . No domestic chain has yet succeeded on a national scale .

6 uphill: 上升的; 艰难的

7 stronghold: 大本营, 据点

Chain stores benefit from having a common management, corporate image and distribution centre . This is generally true whatever the ownership structure: Parent companies may directly own their stores or operate more indirectly—for example, through the use of franchising⁸ agreements . Whether they're supermarkets or shoe shops, hotels or restaurants, chains are usually highly coordinated and responsive to consumer trends . They also make extensive use of technology, such as computerized cash-register systems that can track chain-wide sales of individual products . In other words, chain stores are the antithesis⁹ of the traditional Chinese retailer, stuffed with¹⁰ products that crawled to the shelves through inefficient distribution networks .

8 franchise: 给 ... 以特许

9 antithesis: 对照, 对立面

10 stuffed with: 塞满...

Most chains also have a greater respect for presentation than the average local shop

and knows that modern retailing is a way to improve it ."

In Shanghai, Lianhua was the answer: The company was established in 1991 by the Shanghai Commercial Commission, an arm of the municipal government . When it opened its first store, supermarkets were an alien⁸ concept in Shanghai . Now, the city is a hotbed of retail activity as local and foreign players vie² for the right to sell shoppers their daily bread . Among the new joint-venture entrants⁸ are global giants such as the Netherlands' Royal Ahold, Germany's Metro and Lianhua partner Carrefour . For Lianhua managers, the resulting changes came with a steep⁹ learning curve: " When I was a student, I had never heard of marketing," says Liang Wei, Lianhua's deputy general manager . " We're trying to learn in practice ."

Lianhua has been growing at a frantic pace: Prodded and protected by government officials, it has expanded to its current 400 outlets from just 41 in 1995 . Rival state-owned supermarket chains Hualian and Nong-gongshang have also been growing rapidly as part of a concerted⁸ effort by the Shanghai government to develop modern retail operations . Several cities dangle³ incentives to lure³ supermarket chains, but Shanghai has been the most aggressive . Its chains have benefited from low-interest bank loans, tax reductions and discounted rents, says Guo Yi, a professor of business administration at East-

8 alien: 陌生的, 不为人知的

2 vie: 竞争

8 entrant: 新加入者

9 steep: 急剧上升的

8 concerted: 共同的, 协作的

3 dangle: 悬挂

3 lure: 吸引

officials say their stores even get priority when fresh fruits and vegetables are scarce .

Lianhua is nevertheless aiming to stand on its own two feet . It fights with archrival³ Hualian for store locations and customers; it has equipped itself with modern point-of-sales and other information systems and last year it became the first supermarket chain in Shanghai to pay suppliers in advance in exchange for discounts .

The present Lianhua Supermarket Co . was formed in 1997 with 80 million renminbi in capital to help fund expansion³ . Most of the money came from stateowned enterprises in Shanghai, but Japan's Mitsubishi also took a 15% stake³ in the new entity⁸ . Lianhua says it made a profit of 28 million renminbi in 1997 and 35 million renminbi last year .

Lianhua's challenge, says Gu at Pricewaterhouse Coopers, is whether it can succeed beyond Shanghai " without government support and without the favourable conditions" it has been used to . So far, the company has ventured³ only so far as neighbouring Anhui, Jiangsu and Zhejiang provinces . " Our final aim is to make Lianhua available all over China," says Deputy General Manager Liang .

The biggest obstacle to growth, Liang says, isn't local governments that want to protect their own retailers but the dearth⁸ of top-quality managers able to run a large, growing operation . " It's not just a matter of putting in a

3 archrival: 主要竞争对手

3 fund expansion: 资本扩张
3 stake: 投资金额
8 entity: 实体

3 venture: 冒险, 投机

8 dearth: 缺乏, 供应不足

sales order," says Edward Tse, managing director of the Greater China practice at consulting firm Booz-Allen Hamilton . Lianhua, he says, needs staff who know how to manage single categories of products across the chain and how to combine in-store promotions with the larger marketing campaigns of suppliers . " Those kinds of things require fairly high-level strategic thinking . They will need more people who can manage these kinds of categories ."

Lianhua has employed visiting experts and academics to train its managers . It has also benefited from the expertise of its French partner, with which it owns four Carrefour " hypermarkets"⁹ "—10, 000-square-metre stores that carry everything from frozen rice balls to lawn furniture⁹ . In comparison, the average size of a Lianhua outlet is 1, 000 square metres . " We participated in the joint venture not only to achieve more market share, but to learn from their advanced know-how in purchasing, price strategies, location and layout⁴ , " says Liang .

The joint venture is one of several that Carrefour has established in various Chinese cities . Still, retailing in China remains tightly controlled: Foreign companies must have a local partner and central-government approval to set up shop . Firms eager to expand in China's vast consumer market—and that includes many big foreign chains—are often prepared to prove their goodwill in advance of any even-

9 hypermarket: 超级市场

9 furniture: 家具

4 layout: 陈设, 布置

A Safer Place for Women

好风凭借力,助我上青天。希拉里·克林顿和伊丽莎白·多尔都试图凭借克林顿在政坛上为女人开辟的新天地大展宏图,一试身手。

For the past year, it's been a struggle to figure out why feminists defended the president in the matter of Monica Lewinsky . After puzzling for a few months, I figured I had no choice but to buy into the conventional wisdom: that Bill Clinton shared their agenda . That he was too valuable an asset to ditch . That Hillary Rodham Clinton called the shots . Forget lechery . Forget treachery . After all, this was the president who supported the Family and Medical Leave Act .

But I was wrong . After watching Elizabeth Dole resign from the top post at the Red Cross to declare her candidacy (sart of) for the presidency, it came to me . They knew it all along ! How could I have been so dumb ? There *was* a master plan I could not see: Bill Clinton has made the world safe for women . Candidates , that is .

Just think: Before Clinton, there was the fear that a woman in the Oval Office would be defined by her inadequacies . Wouldn't a woman dither , unable to make the tough decisions ? Could she develop the laserlike focus needed in a complex job ? How would she exert control over the military and stand firm while ordering soldiers into combat ? Then a-

puzzling: 迷惑

agenda: 议程

ditch: 抛弃

lechery: 好色, 淫荡

treachery: 背叛

Candidates: 候选人

Oval Office: 美国总统办公室

dither: 犹豫不决

犹丑吃友婆前才情特总丑犬一物依德分猪吃犹执就曼尼, 犍才
犹犍猪吃还友犹曼尼, 犍执友犍犍猪吃犹曼犹犍执犍
犍丑标犹犍猪尼曼犍牙曼犹丑丑尼. 犍才犍丑丑犍
犍犍丑丑犍执; 犍才犍才犍还犍尼犍才状犍才才, 犹丑才
犍犍示. 犍才才犍还犍才犍才犍还犍丑犍犍犍丑状
犍还犍犍才犍犍状犍犍丑犍犍犍犍犍才犍才犍丑示犍犍牙
犍还是犍才标? 犍标犍才犍才犍才犍曼犍犍还犍还犍才犍犍

Bill Clinton has been our first female presi-
dent—actually, the first out-of-whack carica-
ture of the disastrous female some feared . Except
he's definitely a guy .

Stability . Maybe those feminist groups
knew all along that the president's foibles
would come in handy . How better to enhance
the mood for change ? After all, voters always
fight the last war: Richard Nixon begat Jimmy
Carter, a spiritual peanut farmer . Just
whom will Bill Clinton bequeath¹ to us in the
wake of his tawdry scandal? Hulk Hogan?
Why not Elizabeth Dole as Clara Barton—a
seemingly accessible, dependable humanitari-
an² ? " Voters think women have a different li-
bido³ ." says Democratic pollster Celinda Lake .
" They figure they're not going to have six-mi-
nute one-night stands ." Funny how one year
can change things: Once women were seen as
the flighty gender; now we ooze stability .

Hats off to the president for paving over
those dual speed bumps for women—the
toughness and resolve factors . The story of
Hillary Rodham Clinton says it all: Her popu-
larity plummeted⁴ during her hard-as-nails per-
formance throug

foibles: 小缺点,
小毛病

begat: 产生

1 bequeath: 遗赠;
遗留

2 humanitarian: 人
道主义者; 博爱
主义者

3 libido: 性欲

4 plummeted: 骤然
跌落

hout health care reform . But along comes Monica, and Hillary's strength—her toughness—is suddenly an attribute to be admired . Now even Al Sharpton, New York's one-man political sideshow, lauds⁵ the first lady for her “ courage ” and says she could win the Democratic Senate primary in New York . She's back, and so are strong women .

5 lauds:称赞,赞美

A word here for wives, particularly of the political variety: They're in , too . Hillary Clinton once told us she wasn't Tammy Wynette just standing by her man, and we didn't like her . Then she *became* Tammy Wynette, and we respected her for it—and took it as a sign of some strong internal fiber⁶ . And as far as discipline is concerned, who has more of it upstairs at the White House?“ There's now a sense among voters that political wives may be better politicians than their husbands,” says former Christian Coalition head Ralph Reed, now a Republican political consultant . Besides, if they've put up with these alpha⁷ males, they may as well start getting some credit for it .

6 fiber:性格;素质

7 alpha:优等

8 trailblazer:开路的人,先驱者,开拓者

And what about the agenda ? Bill Clinton has been a feminine trailblazer⁸ on that, too . He talks about the issues that women care about—education, health care, retirement security . Better yet, he has persuaded men to care about them . So, according to pollster Lake, surveys show that men and women now share the same top priorities⁹ —for the first time in 18 years . The president, of course, has been empathizing for years over these mat-

9 priority:需优先考虑的事

¹⁰ters, transforming a characteristically feminine trait into a political art form . Now the women may be the ones to get the nation back

0 messes:混乱;杂

Thinkers vs . Tinkerers, and Other Debates

《时代周刊》评选世纪百名风云人物,以铭记历史,展望未来。如有兴趣,你也可以到 [www .time .com/ asia](http://www.time.com/asia) 去发表你的意见。

Welcome to the fourth of our TIME 100 special issues profiling the 100 most influential people of the century . We began a year ago by picking 20 leaders and revolutionaries, followed by artists and entertainers , then business titans . Now comes our convocation of the greatest minds: this century's 20 most influential scientists, thinkers and inventors .

Among the most interesting debates we had, especially with our outside experts, were those concerning the relative influence of thinkers vs . tinkerers—those who work mainly inside their own mind vs . these who turn their mind to practical things . In some centuries the tinkerers are more influential . The 15th, for example, was important for Gutenberg building his printing press and Columbus setting sail; the 19th for Fulton and his steamboat , Morse and his code, Bell and his telephone, Edison and his light bulb . But in other centuries the pure thinkers were more influential . The 17th, for example, boasted Newton, Galileo, Descartes and Locke .

Our century had its share of great thinkers . Einstein, most notably, was the greatest

entertainers: 专业演员,演艺者
titans: 巨人
convocation: 集会, 召集

Columbus: 哥伦布
steamboat: 汽船, 轮船
bulb: 电灯泡

疯狂还是易城才第狂状, 疯狂才独掩狂才 he overthrew . Einstein's ideas led to making the 20th a century of physics, one marked by manipulations of subatomic particles in ways that produced everything from atom bombs to silicon chips .

The other great theoretical breakthrough of this century was the discovery by James Watson and Francis Crick of the self-replicating structure of DNA . Their thinking may make the 21st century a century of biotechnology, one marked by the manipulation of DNA in ways that produce everything from customized drugs to human clones¹ .

But our century will also be remembered for its brilliant tinkerers . The ability to transcend² gravity, brought about by folks from the Wright brothers to Robert Goddard, affected the way we live as much as Einstein's ability to figure out what gravity actually is . Philo Farnsworth's ability to turn electrons into television images was likewise as influential as figuring out what electrons actually are . Indeed, our century may be noted most for those who went out to their garages³ (metaphorically⁴ , at least) and helped bring us televisions and transistors, plastics and penicillin, computers and the World Wide Web .

Often it was hard to pick one person to credit for⁵ a particular advance . Some cases involved famous rivalries⁶ , such as Farnsworth vs . Vladimir Zworykin over inventing television, or Jonas Salk vs . Albert Sabin over developing

universe: 宇宙, 世界, 万物, 领域

overthrew: 推翻
subatomic: 小于原子的; 亚原子的, 次原子的
breakthrough: 突破

1 clones: 无性繁殖, 克隆

2 transcend: 超越; 超出

3 garages: 汽车间, 修车厂, 车库

4 metaphorically: 隐喻性地, 比喻性地

5 credit for: 把... 归给

6 rivalries: 竞争, 竞赛, 敌对, 敌对状态

polio vaccine . Other cases, such as the creation of the atom bomb or the computer, involved a series of contributions . Although there is a danger in personalizing history, there is also an advantage . By choosing the people we feel were most responsible for key breakthroughs, and then exploring their relations and rivalries, we hope to convey the human excitement that makes real the progress of science . We created two fold-out charts—a time line of the century's discoveries and a depiction of how computing and communications converged⁷ —as a reminder that great thinking is part of a continuous group endeavor⁸ .

Telling the story of science and invention through people has always been part of Time's mandate⁹ . In 1923, our first year, we did a cover story on Frederick Banning, who helped isolate insulin⁰ , and the following year we offered covers on Sigmund Freud and Leo Baekeland, who both made it onto our list this week . Science and technology have been particular interests of mine: this is the 40th cover related to these fields that we've done since I became managing editor 40 months ago .

The TIME 100 series has become a true multimedia project . A CBS News prime-time special will air this week in the U .S . A panel² with some of our experts was moderated² by Charlie Rose for his public television show, which airs Monday, March 22 . We have a place on our website (*www.time.com/asia*) where you can express your own opinions . A book series is available, and we are hoping to produce a coffee-table volume by year's end . And Madame Tussaud's wax museum in London has just mounted³ an exhibition of our selections .

Our next TIME 100 issue, looking at the heroes and icons⁴ who shaped our century, comes out in June . And we'll produce a pantheon of great Asians in August . Then we'll begin the daunting³ task of picking a Person of the Century . Comparing the impact of scientists with that of artists, leaders and heroes will be difficult . Even with the luxury⁶ of historic hindsight, it's hard to