

出版者的话

《大学英语·时文读本》(英汉对照·附注释)是供学习英语的大学生课外阅读而编写的,所收内容全部选自美英等国的报刊,题材广泛,可读性强。文章所述只能代表其作者个人的立场、观点。我们出此书是为了向学生提供阅读的素材,既不意味对其真实性的证实,也不意味对其立场、观点的同意与否。为了便于同学们阅读理解,本套读本采用英汉对照形式,书的左侧(双数页)为文章的原文,书的右侧(单数页)为文章的汉语译文。另外,编者还对每篇文章的难点和需要说明之处做了必要的注释。

袁老师是北京师范大学英语系教授,从教多年,有丰富的教学实践经验。读本中的文章是从浩如烟海的美英等国报刊中精选出来,而绝非随手拈来的急就章。因此是大学生课外阅读不可多得的最佳读本。

1999年10月

1. *Titanic* in the World

The great ship sank with a slight gulp¹, witnesses² say. It was early morning, April 15, 1912, 700 miles east of Halifax, Canada. RMS *Titanic*, on her maiden³ voyage from Southampton, England, to New York City, had sideswiped⁴ an iceberg⁵ 2 $\frac{1}{2}$ hours earlier, popping rivets⁶ and buckling⁷ the hull's⁸ iron plates deep below the waterline.⁹ Furiously,¹⁰ the sea rushed in, flooding one watertight¹¹ compartment¹² after another of the ship's supposedly¹³ unsinkable hull until the bow¹⁴ was submerged and the tail stood upright against the black sky. At 2:20 the ship slid below the surface completely.

So much for¹⁵ the physics. But what captured the public's attention was that night's human tragedy¹⁶. *Titanic* set sail carrying some 2200 people — millionaires, immigrants, 13 honeymoon¹⁷ couples and an eight-man band that played to the bitter end — and lifeboats¹⁸ for just over half of them. In the end 712 were rescued;¹⁹ the rest drowned or froze in the water. It was the biggest ship in history, filled with celebrities²⁰ of that time. It would be like if you took a jumbo jet²¹ filled with half the stars in Hollywood²² and crashed it into the Washington Monument.

Long before "Titanic" the movie, the enduring appeal of *Titanic* the story had already been proved by books, plays, exhibitions, documentaries²³ and other films. Even so, who could have gauged the world's appetite for more? Until the last several months, fascination²⁴ with accounts of the ship had been

1. 电影《泰坦尼克》在世界各地

目击泰坦尼克号沉没的人说，大船轻声地呜咽着沉了下去。事件发生在1912年4月15日凌晨加拿大哈利法克斯以东700英里的地方。英国邮船泰坦尼克号正在进行从英格兰的南安普敦到纽约市的处女航，在沉没前的两个半小时，它从侧面撞上了一座冰山，铆钉砰砰地断裂，吃水线下面的船身铁板弯曲变形。海水迅猛地冲进船体，淹没了这艘据称是不沉之船的一个又一个防水客舱，直到船首沉没，船尾竖直地伸向黑色的天空。在凌晨2:20大船完全消失在水面之下。

关于船的情况就是这样。而引起公众注意的是那个夜晚的人间悲剧。泰坦尼克号载着大约2,200人出发，其中有百万富翁、移民、13对度蜜月的夫妇、一个一直演奏到悲剧最后一刻的8人乐队，以及仅够一半多点的人使用的救生艇。最后712人获救，其余的人被淹死或冻死在水中。那是一艘历史上最大的船，满载着当时的名人。在当时发生的这个事件就好像现在有一架半数乘客是好莱坞明星的大型喷气式客机撞上了华盛顿纪念碑一样。

早在这部《泰坦尼克》电影之前泰坦尼克故事的不衰的吸引力就已经被图书、戏剧、展览、纪录片和其他的一些电影所证明。即便如此，谁能估计到世人还渴求更多的东西呢？直到前几个月，对该船传闻的兴趣还主要限于美国

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| 1. gulp <i>n.</i> 哽咽声 | 13. supposedly <i>ad</i> 根据推测 |
| 2. witness <i>n.</i> 目击者 见证人 | 14. bow <i>n.</i> 船头 |
| 3. maiden <i>a.</i> 首次的 处女的 | 15. so much for 关于...就谈这么多 |
| 4. sideswipe <i>vt.</i> 擦边撞击 | 16. tragedy <i>n.</i> 悲剧 |
| 5. iceberg <i>n.</i> 冰山 | 17. honeymoon <i>n.</i> 蜜月 |
| 6. rivet <i>n.</i> 铆钉 | 18. lifeboat <i>n.</i> 救生艇 |
| 7. buckle <i>vt.</i> 使弯曲 | 19. rescue <i>vt.</i> 救助 |
| 8. hull <i>n.</i> 船身 | 20. celebrity <i>n.</i> 名人 |
| 9. waterline <i>n.</i> 船的吃水线 | 21. jumbo jet 巨型喷气式客机 |
| 10. furiously <i>ad.</i> 猛烈地 | 22. Hollywood 好莱坞，美国电影界 |
| 11. watertight <i>a.</i> 防水的 | 23. documentary <i>n.</i> 纪录片 纪实影片 |
| 12. compartment <i>n.</i> 防水客舱 | 24. fascination <i>n.</i> 魅力 迷恋 |

largely limited to the United States and Europe. Yet the movie was able to captivate²⁵ audiences even in countries where the sinking of the unsinkable was never part of popular lore.²⁶ And for them the movie became the story.

So what was it about James Cameron's blockbuster²⁷ which has become the first film to gross²⁸ more than \$1 billion worldwide, apparently surpassing²⁹ even "Gone With the Wind³⁰", adjustments for inflation³¹ notwithstanding³².

Certainly, this could not have happened without Hollywood's money, screencraft³³, special effects, publicity machine and, most important, distribution³⁴ network. The movie was the most expensive ever made. It was initially set to cost \$110 million. But it was dogged³⁵ by huge cost overruns,³⁶ delays, and 90-hour work weeks for the 800-member crew. The film took an epic³⁷ 160 days to film. Mr. Cameron demanded a 90 percent scale, 5-story replica³⁸ of the liner.³⁹ Fox built a 40-acre production complex in Rosarito Beach, Mexico.

The movie struck virtually every market, big and small, with such force that it became impossible not to know of its existence, not to have seen the screen ship go under.

A quick tour d'horizon⁴⁰ of why the film has drawn such a strong reaction around the world provides other — more emotional, less commercial — reasons: "Titanic" tells a story that is perceived to be true; it is a tragic⁴¹ love story of operatic dimension⁴² because the denouement⁴³ is known; it demonstrates the terrifying⁴⁴ and mystical⁴⁵ power of nature, and it has in Leonardo DiCaprio a fated working-class hero with whom teenage girls fall in love. In other words, it is a fine old tear-jerker⁴⁶ and everyone likes a good sob.

和欧洲。而现在，甚至在那些从未流传过不沉之船沉没传说的国家，这部电影也使那里的人们着迷了。不过对他们来说，这个电影变成了一个故事。

那么詹姆斯·卡梅隆的这部首次总收入超过 10 亿美元的轰动之作究竟是怎样的一部电影呢？即使考虑到物价上涨因素，这部电影甚至也明显地超过了《飘》的票房收入。

肯定地说 如果没有好莱坞的钱、电影技术、特技效果、宣传机器 以及最重要的发行网，这样的轰动效果是不可能发生的。这部电影是有史以来花钱最多的电影。原计划花费 1.1 亿美元。但是它一直受到巨大的超支、时间的延误、800 人的剧组每周要工作 90 小时等问题的困扰。这部电影拍摄长达 160 天。卡梅隆先生要求建造了一艘相当于原船大小 90% 的、5 层的大船复制品。福克斯公司还在墨西哥的罗萨里托海滨建立了一个 40 英亩 约 240 亩 的制作中心。

该电影几乎冲击了大大小小的每一个市场，它具有如此巨大的力量使得人们不会不知道有这样一部电影，不能不去看这艘银幕上大船的下沉。

对于为什么这部影片会引起如此强烈反应的一个广泛调查还提供了另外的原因，也就是更多的感情方面的而非商业方面的原因：《泰坦尼克》讲述了一个被认为是真实的故事；是一个结局已知的戏剧性的爱情悲剧；它显示了大自然的惊人的和神秘的力量，以及有一个使十几岁的女孩子爱慕的，注定要遇难的工人阶级主人公莱昂纳多·迪卡普里奥。换句话说，它是一个古老的催人泪下的故事，而且人人都喜欢为悲剧主人公一洒同情之泪。

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| 25. captive <i>vt.</i> 使...着迷 | 35. dog <i>vt.</i> 纠缠 困扰 |
| 26. lore <i>n.</i> 知识 传说 | 36. overrun <i>n.</i> 超出的费用 |
| 27. blockbuster <i>n.</i> 耗资巨资拍摄的电影 轰动之作 | 37. epic <i>a.</i> 极大规模的 |
| 28. gross <i>vt.</i> 总收入 | 38. replica <i>n.</i> 仿制品 |
| 29. surpass <i>vt.</i> 超过 | 39. liner <i>n.</i> 大客轮 |
| 30. Gone With the Wind 《飘》反映美国南北战争的电影，获多项奥斯卡奖 | 40. tour d'horizon 广泛调查 |
| 31. inflation <i>n.</i> 通货膨胀 | 41. tragic <i>a.</i> 悲惨的 |
| 32. notwithstanding <i>prep.</i> 尽管 | 42. dimension <i>n.</i> 特性 |
| 33. screencraft <i>n.</i> 电影技术 | 43. denouement <i>n.</i> 结局 |
| 34. distribution <i>n.</i> 推销 | 44. terrifying <i>a.</i> 惊人的 可怕的 |
| | 45. mystical <i>a.</i> 神秘的 |
| | 46. tear-jerker <i>n.</i> 使人落泪的电影或戏剧 |

Still, different countries have viewed the phenomenon of “Titanic” in their own ways.

The French dwelled on⁴⁷ the hidden political message of the movie (better food in first class, better dancing in third). The critics and intellectuals who serve as guardians⁴⁸ of French cultural correctness are usually quick to dump on⁴⁹ Hollywood blockbusters, yet even they endorsed⁵⁰ “Titanic” because, for them, the movie is more than simple entertainment. “The subject of the film is not — this is obvious — the sinking of a famous ship, but the suicide in the middle of the Atlantic of a society divided in classes,” explained Serge July, the editor of *Liberation*, the Left Bank daily. In the same newspaper, Didier Peron, a critic, reassured⁵¹ readers, “‘Titanic’ is a politically committed⁵² film.”

Clearly the movie’s global success gave French thinkers ample⁵³ food for reflection. Bruno Mattei, a philosophy professor, saw the ship’s fate as a metaphor⁵⁴ for an unjust world that may even have spotted its “iceberg” but is nonetheless⁵⁵ unable to avert⁵⁶ catastrophe.⁵⁷

The British public, which generally shares American tastes in films, has flocked to “Titanic” along with the rest of the world — the film earned more than \$ 60 million here in its first six weeks. But critically, the reaction has been all over the map. Some critics applauded⁵⁸ its depiction⁵⁹ of the class tensions that so inform the British view of the world.

Others saw the film as a terrifying commentary⁶⁰ on the American tendency to Purchase⁶¹ success with obscene⁶² amounts of money. And in a culture that prides itself on producing independent low-budget films outside the stranglehold⁶³ of the

但是不同的国家也在用他们自己的方式看待《泰坦尼克》现象。

法国人强调这部电影中隐藏的政治信息（一等舱的食物精美，而三等舱的舞蹈更好）。以捍卫法国文化为己任的评论家和知识分子通常会很快地表现出对好莱坞大片的蔑视，但即使这些人也称赞《泰坦尼克》，因为对他们来说，这部电影不单纯是娱乐片。左岸区日报《解放》的编辑塞尔日·朱莉说：“显然，这部电影的主题不是一艘著名轮船的沉没，而是分裂成阶级的社会在大西洋中部的自杀。”在同一个报纸上评论家迪迪埃·佩龙极力使读者相信“《泰坦尼克》是一部政治观点鲜明的电影。”

显然，该电影在全球的成功为法国的思想家提供了进行思考的充分材料。哲学教授布鲁诺·马太把这艘船的命运看做是对一个不公正的世界的隐喻，即使人们已经发现了危及社会的“冰山”，但仍然不能避开灾难。

英国公众通常在电影上与美国人具有相同的口味，他们和世界上其他地方的人一样蜂拥着去看《泰坦尼克》。在这里（伦敦）这部电影在放映的头6个星期就挣了0.6亿美元。但是评论性的反应在全国各地都存在。有些评论家称赞电影中关于紧张的阶级关系的描写，认为这种阶级关系是如此恰当地反映了英国人的世界观。

另一些人把这部电影看做是美国人喜欢花费大量金钱以获取成功的惊人写照。而在一个以不受好莱坞体系的束缚而生产不要政府资助的低预算电

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| 47. dwell on 强调 | 55. nonetheless <i>ad.</i> 仍然 |
| 48. guardian <i>n.</i> 守卫者 保护者 | 56. avert <i>vt.</i> 逃避 |
| 49. dump on 蔑视 | 57. catastrophe <i>n.</i> 大灾难 |
| 50. endorse <i>vt.</i> 赞同 支持 | 58. applaud <i>vt.</i> 称赞 |
| 51. reassure <i>vt.</i> 再三保证 使相信 | 59. depiction <i>n.</i> 描写 |
| 52. committed <i>a.</i> 根据一定观点写的 | 60. commentary <i>n.</i> 写照 注释 |
| 53. ample <i>a.</i> 充分的 | 61. purchase <i>vt.</i> 获得 |
| 54. metaphor <i>n.</i> 隐喻 | 62. obscene <i>a.</i> 可憎的 |
| | 63. stranglehold <i>n.</i> 束缚 控制 |

Hollywood system, “Titanic” has again and again been portrayed⁶⁴ as a wholly unwelcome portent⁶⁵ of the future of the American film industry. “James Cameron may think he is king of the world, but he could turn out to be a monarch⁶⁶ of a new kind of hell, presiding⁶⁷ over what could be the worst time in Hollywood history,” Michael Freedland wrote in the Guardian.

People all over the world have wept at the end of “Titanic”. But in Russia, apparently, the grief⁶⁸ has been particularly noticeable. Many needed a couple of days to recover from the tragedy. The general emotional distress among viewers prompted the daily newspaper Moskovsky Komsomlets to announce a contest for essays proposing a happy ending. Not, of course, for the ship itself, but for Jack and Rose, whose fictional⁶⁹ love died so young. “Dry your tears, madam⁷⁰,” read the contest announcement, which called on readers to write a less tearful, one-page finale⁷¹ by this Thursday. “Reach for your pencil, sir. This is the movies.”

People in Japan praise perseverance⁷² of the characters in the face of extreme adversity. The mother singing a lullaby⁷³ to her children as the water swirled⁷⁴ up around them, the elderly couple hugging⁷⁵ each other on their bed as they faced certain death, the musicians playing on the deck as the boat went down — those scenes could have been tailor-made⁷⁶ for Japanese audiences.

Some have drawn more down-to-earth⁷⁷ conclusions from the movie’s success, like how to make even more money from it. Swiss and American entrepreneurs have registered a new company here as the White Star Line⁷⁸ — the name of the owners of the original, doomed⁷⁹ vessel — and are seeking investors to

影而自豪的文化中，《泰坦尼克》再三地被描写成一个不祥之兆，预示着美国电影工业的未来将全然不受欢迎。迈克尔·弗里兰在《卫报》上写道：“詹姆斯·卡梅隆可能以为他是世界之王，但结果可能只是一种新的地狱的君主，统治着大概是好莱坞历史上最糟时期的东西。”

全世界的人都在为《泰坦尼克》的结尾而流泪。而在俄国，这种悲伤特别明显。许多人需要好几天才能从悲剧中恢复过来。观众的这种悲痛促使《莫斯科共青团员报》公布了一项竞赛，要求参赛者尝试创作一个愉快的结尾。当然，不是对船本身，而是对杰克和罗兹，他们的虚构的爱情结束得太早了。竞赛公告号召读者在这个星期四以前写出一个一页长的不太令人伤心的结尾。公告写道：“女士们 擦干你的眼泪。先生们拿起笔来。这是电影。”

在日本，人们赞扬电影中的角色在极大的灾祸面前表现出的坚忍不拔精神。当海水在他们周围打着旋上升时，母亲给孩子唱摇篮曲；老夫妇面对死亡彼此拥抱着躺在床上；音乐家们在船下沉时仍在甲板上演奏——这些情景简直就像是专为日本观众设计的。

有些人还从这部电影的成功中得出一些更实际的结论，如怎样用它赚取更多的钱。瑞士和美国的企业家已经在这里（波恩）注册了一个名为‘白星运输公司’的新公司。白星公司是原来那艘遭厄运的船的所有者。他们正在寻求

64. portray *vt.* 描写

65. portent *n.* 预兆

66. monarch *n.* 君主

67. preside *vt.* 管理 统辖

68. grief *n.* 悲痛

69. fictional *a.* 虚构的

70. madam *n.* 女士

71. finale *n.* 结尾

72. perseverance *n.* 坚持不懈

73. lullaby *n.* 摇篮曲

74. swirl *vi.* 打旋 旋动

75. hug *vi.* 拥抱

76. tailor-made *a.* 特制的

77. down-to-earth *a.* 务实的

78. line *n.* 运输公司

79. doom *vt.* 命定 使...的失败成为必然

build a technologically updated⁸⁰ replica to sail from Britain to New York exactly 90 years after the tragedy, in the year 2002. “There will be enough lifeboats,” said a company official in Germany, “And, of course, it won’t sink.”

投资者以便建造一艘拥有最新技术的泰坦尼克号的复制品，并计划在 2002 年即在悲剧发生整 90 年后由英国驶往纽约。公司的一个官员说：“船上将有足够的救生艇。而且，这条船当然是不会沉没的。”

80. *update vt* 使现代化

2. Keep Hopping¹ from Job to Job

Chantelle Qian is bright, personable² and resourceful. Fluent in Mandarin, English and Japanese, experienced in human-resources management and marketing, the 27-year-old Shanghai native has put her skills to work.

A bit too³ well, some would say. Ms. Qian has held four executive positions in $4\frac{1}{2}$ years.

In China, thousands of highly skilled people make it a practice⁴ to hop from job to job, often within a matter of months. “The average turnover⁵ in China for many midlevel to senior-level executive posts is eight to 12 months,” says Polly Yip, China division manager for KPMG Peat Marwick’s human-resources consulting service in Hong Kong. “The talent pool is small, job opportunities are numerous, and people are constantly looking for better career prospects.”

High Turnover

Roughly 17% of the local managers working for joint ventures in Guangzhou switched jobs during the year ended Feb. Turnover rates are marginally⁶ lower in Shanghai and Beijing — about 12%, down from roughly 15% last year.

The people most in demand, and most likely to job hop, are in finance and accounting, sales and marketing, and include those filling general-manager posts, according to Ms. Yip and Mona W. Chan, a director at Watson Wyatt in Hong Kong.

But times are changing. Recruitment and compensation⁷ consultants say local professionals in China are holding on⁸ to

2. 不停地跳槽

钱特利·钱(Chantelle Qian)聪明、机敏而且讨人喜欢。她能讲一口流利的汉语、英语和日语,在人力资源管理和市场营销方面富有经验。这位 27 岁的上海姑娘把自己的本事都用到了工作上。

有的人会说,这满不错嘛!钱女士在 4 年半内已经换过 4 个管理人员的岗位。

在中国,数以千计的高技术人才把职业跳槽(经常在几个月之内就跳一次当成家常便饭。设在香港的 KPMG 皮特·马威克 Peat Marwick) 人才咨询服务中心中国分部的经理波利·伊普(Polly Yip)说:“在中国对于许多中高级经理职位,人事变动的平均时间间隔是 8 到 12 个月。”他还说:“人才库不大,而工作机会很多,于是人们不断寻找更好的职业前景。”

人才的高速流动

在截止到 2 月 1 日的这一年内(指 1997 年 2 月 1 日到 1998 年 2 月 1 日——译者注),在广州合资企业中工作的当地管理人员大约有 17% 调换了工作。上海和北京的人事变动率略低于此,由去年的 15% 下降到今年的 12%。

据伊普女士和设在香港的沃森·怀亚特 Watson Wyatt 的董事莫娜·W·钱(Mona W. Chan)说,最急需和跳槽倾向最强的是金融、会计、销售和市场营销各部门的人员,还包括那些担任总经理职务的人。

但是形势在发生变化。招聘和工资顾问说,中国专业人员正谋求把工作期限维持更长一些,这是因为合资企业公司推行了一项稳定员工队伍的计

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| 1. hop <i>vi.</i> 单足跳 仿佛跳跃着转移 | 5. turnover <i>n.</i> 更替 人员调整 人事变动 |
| 2. personable <i>a.</i> 动人的, 讨人喜欢的 | 6. marginally <i>ad.</i> 略微 微小地 |
| 3. a bit too 相当 | 7. compensation <i>n.</i> 补偿(美) 工资 |
| 4. practice <i>n.</i> 惯常做法 习俗 | 8. hold on 继续 保持 |

jobs longer as joint-venture companies launch retention⁹ programs that often provide training, regular salary reviews¹⁰, more executive benefits and, most importantly, a clearly defined career path.

“When [markets in] China first opened” in the 1980s, “many people made job moves simply for money,” recalls Ms. Chan. “For 20% more, they’d take a new job. Now, they’re more concerned about career development than just monetary rewards,” she says. Job candidates are asking about training, promotions, housing, savings programs and, recently, retirement benefits, she says.

Professionals Wanted

But this doesn’t mean the days of frequent job-hopping are over. The pool of skilled professionals in China with overseas work experience or advanced degrees from abroad can’t meet current demand, estimated by some experts as 10 jobs for every qualified person.

And demand is growing quickly. The need for executives among large corporations will increase by at least 400% during the next decade, according to a 1996 study. That estimate might even be conservative as the number and size of foreign-funded enterprises grows and state-operated enterprises try to reform to be competitive.

Part of the problem may be differing perceptions¹¹ about what constitutes short-term and long-term employment, observes Nigel P. R. Isherwood, human-resources director at Nestle (China) Investment Services in Beijing. “Many new hires can’t see beyond six months to a year, while we see¹² a minimum commitment¹³ of three to four years,” Mr. Isherwood explains.

划。按照该计划，公司为员工经常提供培训机会，进行定期的工资调整，给予更多的行政补助。而最重要的是为员工指出清晰明确的职业发展道路。

“当中国的市场在 80 年代刚刚开放时，许多人仅仅为了钱就会换一个工作。”钱 (Chan) 女士回忆道。“那时只要能多挣上 20% 的工资 他们 就会接受一份新工作。而现在他们更关心职业发展，而不只是考虑工资待遇”她还说，求职者现在会询问有关培训、提升、住房、储蓄计划等方面的问题而最近又会问及退休待遇。

急需专业人才

但是这并不意味着频频跳槽的日子已经过去。在中国，具有海外工作经验或国外高学位学历的专业技术人才库不能满足当前的人才需要某些专家估计 每一个资历合格的人员 就有 10 个空缺职位在等待他。

而且这种需求还在急剧增加。根据 1996 年进行的一项调查 在大公司中 对于管理人员的需求 在下一个 10 年中，至少要增加 400%。由于外资企业的数量增加，规模扩大，国有企业进行改革以更具竞争力，上述估计可能还是保守的。

设在北京的雀巢 (中国) 投资服务机构人力资源部主任奈杰尔·P·R·伊舍伍德 (Nigel P. R. Isherwood) 发表评论，认为部分问题可能是对什么算长期任用、什么算短期任用这个问题有不同理解。伊舍伍德先生解释说，许多新雇员不考虑 6 个月到一年以后的事，可我们只接受至少干上 3 到 4 年的承诺。

9. retention *n.* 保留 保持
10. review *n.* 审核 复查
11. perception *n.* 认识 看法
12. see *vt.* 考虑 同意
13. commitment *n.* 承诺

After a year at Nestle, people are itching¹⁴ for a promotion or a new job, Mr. Isherwood says. But Nestle, which employs 5,000 people in China and manufactures and sells instant coffee and milk products, finds most executives aren't up to¹⁵ speed¹⁶ until their second year, he notes. "We look to¹⁷ the long term — a career," Mr. Isherwood explains. "We want people who will stick with us, who have management aspirations and potential."

Focus on Retention

To keep staff, Nestle and other companies are hustling¹⁸ to install retention programs that meet employee demands.

Ms. Qian, the Shanghai job-hopper, says money used to be a prime motivator. Now, she says, her priorities have shifted. "Training and benefits are important," she says. "And, it's important that the company provide career development."

Some companies offer training as an incentive¹⁹. Motorola Inc. has a full-blown²⁰ internal university, teaching language and computer courses to support staff²¹, technical courses to engineers and management to its managers. Coca-Cola China Ltd., a unit of Coca-Cola Co., has a management school in China for its staff. And Ericsson China Ltd., a unit of Sweden's Telefon AB L. M. Ericsson, opened a Beijing training center in mid-1995 to hone²² employees' managerial and technical skills.

Deterring Job-Hoppers

To prevent staff from using such training as a launching pad²³ to jobs with other companies, some companies are offering training but aren't providing certificates after completion of their courses.

Such measures aren't foolproof²⁴, of course. "We boast²⁵ that we're a good trainer for the next employer," says Nestle's

伊舍伍德先生说，人们在雀巢干了一年之后，就渴望得到提升或一份新工作。可是这个在中国有 5000 名员工，生产和销售速溶咖啡和奶制品的雀巢公司发现其大多数管理人员要干到第二年才能胜任工作。“我们期盼长期雇用——期盼雇员把工作当做一项事业。”伊舍伍德先生解释说，“我们想要的是那些肯和我们一起干下去，具有管理志向和管理的潜在能力的人。”

集中精力稳定员工队伍

为了使员工继续留任，雀巢和其他公司正在加紧制定能满足其雇员要求的稳定员工队伍的计划。

钱女士，这位上海的跳槽姑娘说，金钱曾经是她挑选工作的首要因素。而现在 优先考虑的问题已经改变。她说：“培训机会和福利很重要。另外 公司能否提供事业发展的前景也很重要。”

有些公司把提供培训机会作为一种激励。摩托罗拉公司自己有一所完善的大学，为辅助人员开设语言和计算机课程，为工程师开设技术课程，为管理人员开设管理课。可口可乐中国股份有限公司是可口可乐公司的一个部门，它在中国为其员工开办了一所管理学校。而爱立信中国股份有限公司——瑞典 Telefon AB. L. M Ericsson 的一个部门于 1995 年年中开办了一所北京培训中心，以提高员工的管理和技术能力。

防止跳槽

为了防止公司员工利用这种培训作为进入其他公司的跳板，一些公司只提供培训机会而在完成课程后不发给合格证书。

当然，采取这种措施也不是万无一失的。雀巢公司的伊舍伍德先生说：

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|---------------------------------|------------------------------------|
| 14. itch <i>vt.</i> 渴望 | 21. support-staff 辅助人员，支持人员 |
| 15. up to 达到 及得上 胜任...的 | |
| 16. speed <i>n.</i> 口语 合意的东西(人) | 22. hone <i>vt.</i> 磨练，训练 |
| 17. look to 指望 盼望 | 23. launching pad 跳板 |
| 18. hustle <i>vt.</i> 赶紧 | 24. foolproof (安全得 连傻子都可以用的 万无一失的) |
| 19. incentive <i>n.</i> 鼓励 刺激 | |
| 20. full-blown <i>a.</i> 完善的 | 25. boast <i>vt.</i> 夸口说 以...为自豪 |