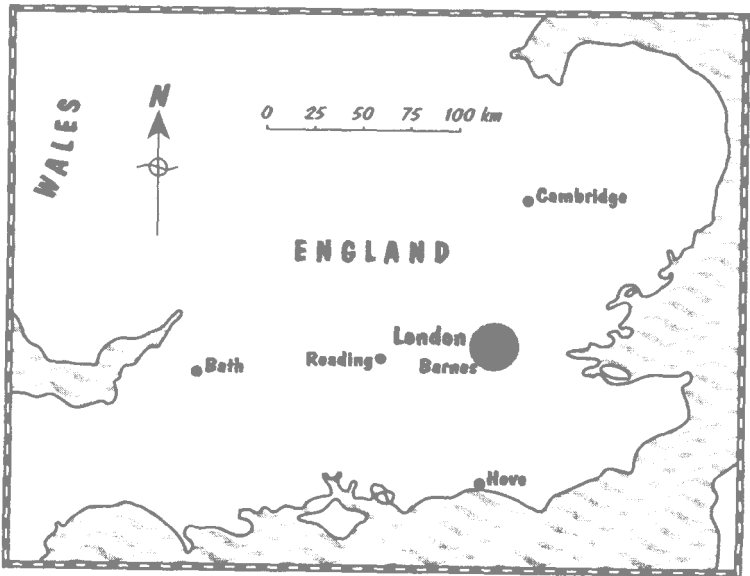
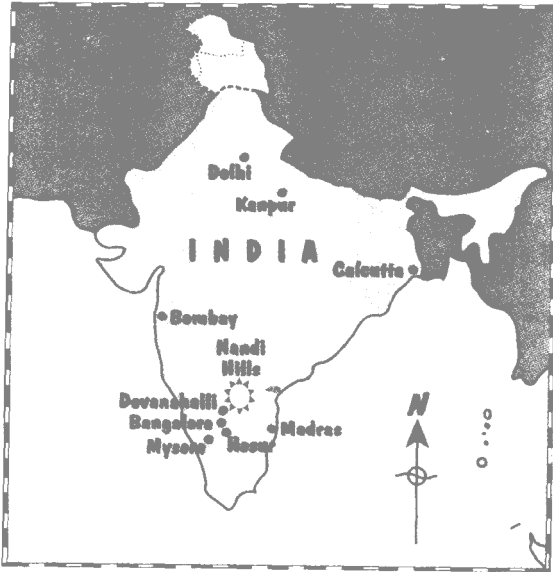


Maps(地图)



Characters

Dick Sterling: general manager in Madras, India of Trakton, a multinational manufacturing company.

Sally Sterling: Dick's wife.

Keith Lennox: Dick's boss at Trakton. Works in Delhi.

Barbara Lennox: Keith's wife.

Visvanathan (Vish): office manager at Trakton.

Molly: Vish's wife. She also works at Trakton.

Ramanathan (Ramu): Dick's personal assistant at Trakton.

Nagarajan: in Accounts at Trakton.

Lakshmi: Nagarajan's daughter.

Ned Outram: a former employee at Trakton.

Sir Percy Hancock: former chief executive of Trakton, once head of the Delhi office.

Sir Jeremy Jackson (Jacko): retired professor of comparative philology at Cambridge.

John Verghese.

书中人物

- 迪克·斯特林：(英国)特拉克顿跨国(制造)公司印度马德拉斯工厂总经理
- 萨莉·斯特林：迪克的妻子
- 基思·伦诺克斯：迪克在特拉克顿公司的顶头上司 在德里工作
- 巴巴拉·伦诺克斯：基思的妻子
- 维斯瓦内森(又称维希)：特拉克顿马德拉斯工厂办公室经理
- 莫利：维希的妻子，也在特拉克顿马德拉斯工厂工作
- 拉马纳坦(又称拉穆)：迪克在特拉克顿马德拉斯工厂的私人助理
- 纳加拉贾：供职于特拉克顿马德拉斯工厂会计部
- 拉克希米：纳加拉贾的女儿
- 内德·乌特勒姆：特拉克顿公司前雇员
- 珀西·汉考克爵士：特拉克顿总公司前总裁，曾任德里公司负责人
- 杰里米·杰克逊爵士(又称杰科)：剑桥大学比较语言学退休教授
- 约翰·弗吉斯

Chapter 1 *Madras 1986*

‘He knows too much. I must ask you to do nothing.’

‘But this time I caught him in the act. I have proof, witnesses, everything. There is no possible doubt. Surely . . .’

‘I said he knows too much! The company can’t afford to have any problems. Our position is very sensitive in this country. We can’t afford to take risks. I am telling you once again – you will do nothing. And if there is any trouble, I’m afraid I shall have to hold you personally responsible. So be sensible for once in your life.’

‘I see. So you are telling me to close my eyes to corruption and behave as if nothing has happened. Is that right?’

‘I didn’t put it quite like that. But, if you insist, yes. What Vish does or doesn’t do is a minor matter compared with the company’s global strategy. Just try to get things in perspective. After all, you won’t be stuck in Madras for ever – I’ll make sure that you’re not. So just go with the flow for a bit longer. When you’re in your next post this will all seem a very long way away, I can assure you. But meantime, no trouble. I hope I’ve made myself clear. Oh, and, by the way, I advise you to forget that we have had this conversation. Goodbye.’

Dick Sterling put the phone down. His hands were trembling. He was furious with himself for failing to persuade his boss in Delhi, Keith Lennox, to support him,

第一章

1986年，马德拉斯

“他知道的东西太多了 我要你什么都别做”

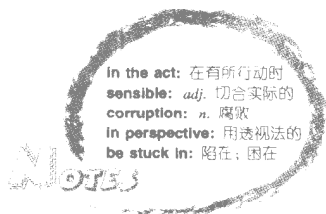
“但这次我可是当场逮着他的。我有证据，证人，所有的东西毫无疑问一定可以……”

“我说过，他知道的东西太多了！公司不能出任何问题。我们在这个国家的地位非常敏感，绝不能冒险、我再跟你说一次—你什么都别做。一旦有什么麻烦，恐怕我就不得不拿你是问了。你在生活中还是理智一次吧。”

“我明白了。你的意思是，让我对腐败视而不见，就好像什么事也没发生过那对吗吗？”

“我没那么说但如果你坚持的话，就算是吧维希做了什么或没做什么，和公司的全球战略相比，是微不足道的。你眼光要放远一些。毕竟，你不会在马德拉斯混一辈子—我可以肯定你不会的。所以就再随波逐流一段时间吧。我敢肯定，当你升到另一个职位再回头看这件事时，它就显得很遥远了。但是，在此期间，你不要给我惹什么麻烦。希望我已说得很清楚。哦，顺便说一下，你还是忘了我们有过这段对话吧。再见。”

迪克 斯特林放下电话，双手在颤抖还是没能说服德里的顶头上司基思 伦诺克斯支持他，迪克心里暗自恼火。



and was disgusted at the mixture of veiled threats and vague promises Lennox had made. 'He knows too much' – the words still rang in his ears. He wondered, not for the last time, just what it was that Vish, the office manager of the factory, knew. How could it be so important that the company's position in India could be threatened by it? It simply didn't make sense.

Dick glanced at his watch. Four o'clock. He called for his driver, Gopal, and asked to be driven home. He'd had enough for the day. On his way out he passed Vish in the corridor. Vish was a small, fat man who waddled slightly when he walked. His ugly smile revealed two large teeth and his small eyes reminded Dick of a snake. Was it his imagination, or was the man smiling to himself? His snake eyes glinted with self satisfaction, almost as if he knew he was safe, protected.

Dick's car left the Trakton office and made its way slowly along the dusty, bumpy road leading south into the centre of Madras, towards his home. Even though Dick passed these buildings every day, they never lost their fascination for him. No one style dominated this city of contrasts where majestic but neglected colonial buildings stood next to modern glass and concrete banks, slum huts built from mud and roofed with coconut palms, ramshackle groups of shops selling everything from used car tyres to Indian-made foreign liquor¹ ... And where the traffic was a chaos of vehicles competing anarchically for the few overcrowded spaces on the roads. The journey home would take a long time.

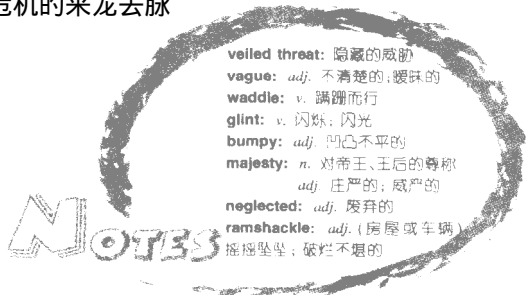
Dick sat gloomily in the back of the car, going over in his mind the events which had led up to the present crisis.

他对伦诺克斯刚才话语中掺杂着隐约的威胁和蒙眬的许诺感到厌恶。“他知道的东西太多了”——这句话还在他的耳边回响着。他禁不住想搞明白，到底工厂办公室经理维希都知道些什么？这个念头在他脑子里已经不是第一次了。它怎么可能重要到公司在印度的地位都会受到威胁呢？这显然不可理喻。

迪克看了看表，四点钟。他打电话给司机戈帕尔，让他开车送自己回家。他这一天已经受够了。出门的时候他在走廊里碰到了维希。维希身材矮胖，走路有点摇摇摆摆的样子。他笑起来很难看，露出两颗大门牙，眼睛小小的，让迪克不禁联想到了蛇是迪克自己的想像呢，还是维希正在微笑？他那蛇一样的眼睛正闪烁着自我满足的光，似乎他知道自己有保护伞，很安全。

迪克的车驶离特拉克顿工厂办公室，沿着一条灰尘弥漫、凹凸不平的公路缓慢前行。公路朝南通向马德拉斯市中心，通向他的家。虽然迪克每天上下班都要经过路边的这些楼群，但他依然兴趣不减。这座城市充满了反差，任何风格的建筑都不占据主导地位，辉煌而被遗忘的仿殖民地时期式样的楼房与玻璃混凝土的现代银行毗邻而立，泥巴墙和椰树枝屋顶的贫民窟，辉映着破旧不堪的销售旧轮胎和印度酿制的欧洲烈性酒等五花八门物品的商家店铺……这里，公路拥挤不堪，汽车驾驶无序，交通一片混乱。回家的路要走好长一段时间。

迪克闷闷不乐地坐在汽车后座上，回忆着这场危机的来龙去脉



How had he got himself into this impossible situation? It should never have happened, yet somehow, looking back, it seemed inevitable. Perhaps he was beginning to believe in fate?

He had arrived three years earlier to take over as general manager of Trakton's factory in Madras. Trakton had been in India since before Independence. It had started out manufacturing military vehicles during the war and switched to commercial vehicles and earth-moving equipment when the war ended. Because of its key importance in helping to build the country's industrial base, it had not been completely taken over following Independence.

Though the Indian operation was technically independent, Trakton's corporate headquarters in London still had overall control. India was, of course, only one of the many countries in which Trakton operated. Dick had been transferred to Madras from Nigeria in fact, after a series of other overseas appointments. Each of the overseas factories had a general manager appointed from headquarters to oversee the management of the local workforce. In India this had worked particularly well. The Indian staff was highly-trained and efficient. They were also generally easy to work with; the company's enlightened industrial relations policy had made sure of that. Salaries were higher than the average, there was a good pensions scheme and generous health insurance benefits. Trakton boasted that it had not lost a day in strikes for over fifteen years.

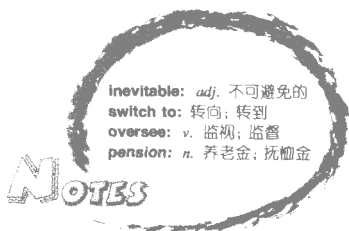
Dick had found his senior Indian colleagues particularly good to work with. They knew their jobs inside out and

他是如何让自己陷入目前这种几乎不可能的局面的呢？本来就不该发生的事情，但回过头来看，不知怎么的，它又似乎不可避免。也许他从现在开始应该相信命运？

迪克三年前接任特拉克顿公司马德拉斯工厂总经理一职。特拉克顿公司早在独立以前就已经涉足印度了。公司在战时生产军用车辆，战后就转型生产商用车辆与挖土机等设备。由于它在帮助印度建设国家工业基础方面具有极其重要的作用，因此印度独立后它没有被完全收归国有。

虽然公司在印度的运作技术上来说是独立的，但特拉克顿公司伦敦总部对此仍是全面控制。特拉克顿公司在世界上许多国家都有业务运作，印度当然只是其中一个。实际上，迪克此前曾被派往海外多个地方任职，他这次被从尼日利亚调来马德拉斯。公司在海外每一个工厂的总经理都由总部委派，负责监督管理当地工厂和员工队伍。在印度，这方面运作得尤其不错。印度的员工训练有素，效率很高，他们通常也容易相处。公司开明的劳资关系政策更在这方面发挥了作用。员工薪水比全国平均工资要高，此外还享有丰厚的退休金和慷慨的健康保险福利。特拉克顿公司曾夸口说，它 15 年来从未因罢工而损失过一天工作时间。

迪克发现，工厂高级管理层中，印度籍同事非常容易相处共事。他们熟谙各自业务，



were clearly committed to the company. Many of them had been with Trakton for the whole of their working lives, starting in the factory and working their way up to become managers. They were a good team.

The only exceptions had been Visvanathan, or 'Vish' as he was known, the office manager, and his wife Molly. Molly was in charge of the Personnel Department. For reasons Dick had only gradually understood, Vish and Molly were regarded by the rest of the senior staff as somehow 'special'. They behaved as if they had special privileges and expected other staff to defer to them. Dick slowly realised that they controlled other staff members through a combination of threats and promises. Given their positions, they could make life very difficult for anyone who opposed them. Likewise, they could make life easy for those who did what they wanted.

Dick knew that this sort of behaviour happened to varying degrees in every culture and didn't think much of it. Indeed, in the first few weeks after his arrival, both Vish and Molly had been all smiles and helpfulness.

'You'll need a driving licence. Don't worry. I know someone in the police. We'll fix it for you. There's no need for you to worry about any of these things. Just let me know and I'll take care of it,' Vish had said.

They had invited Dick and his wife Sally to dinner too. Their newly-built house was in the fashionable, up-and-coming Kalakshetra Colony,² close to the sea. Dick had been suitably impressed by the expensively-furnished house, which was full of the most modern household equipment. He had half-wondered, innocently, whether Vish had had to borrow money to pay for it all. Molly was

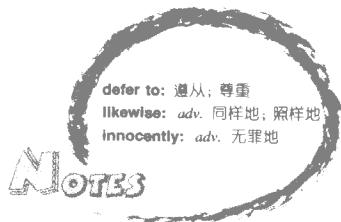
对公司忠诚、投入。他们中的许多人，自打参加工作起，就一直和特拉克顿风雨同舟，先是从工厂底层干起，经过奋斗然后走上经理级岗位。这是一支很好的队伍。

惟一的例外是维斯瓦内森夫妇。维斯瓦内森也叫维希，工厂办公室经理，妻子莫利掌管人事部。不知为何，维希和莫利被厂里的其他高级职员视为“特殊人物”，迪克直到后来才逐渐明白其中缘由。他们的做派就好像他们拥有特权，其他员工必须毕恭毕敬似的。迪克慢慢认识到，维希夫妇是通过威逼利诱等手段控制了工厂里的其他员工。就他们所处的位置，他们可以让那些反对他们的员工日子不好过，同样，也可以让那些迎合他们的人日子好过。

迪克明白，这种事情在每一种文化里都程度不同地存在着，所以并没有想太多。实际上，在他到任的头几个星期里，维希和莫利对他都是满脸堆笑，非常迎合的。

维希说过：“你会需要一本驾照的。不用着急，我认识警察局里的人，我们会帮你办好的。你不用为这些事情费力，只要说一声，我会办好的。”

他们也曾邀请迪克和他的妻子萨莉共赴家宴。他们新建的房子位于上流社会和成功人士云集的卡拉克什特拉区，离海很近。房子装修豪华，摆满了众多的现代家庭用品，给迪克留下相当深的印象。他曾天真地想过，维希总得借钱买这些东西吧。



justifiably proud of her collection of Indian temple carvings, southern Indian bronze statues and contemporary paintings.

They had invited a selection of their 'closest friends': a High Court judge, a police inspector, an IAS³ officer, an architect, an ex-Minister of Finance in the State Government, the owner of a shipping company, a couple from the British High Commission, a Tamil⁴ film director and a well-known local painter. Dick felt slightly uneasily, that these people had been invited to prove to him how well-connected the Visvanathans were. It had been a pleasant evening nonetheless. It was only later that Dick recalled seeing two members of the office staff helping to serve the meal. He also noted that there had been no shortage of genuine Scotch whisky, a drink not easily available on the local market.

It was not long, however, before Dick began experiencing another side to the Visvanathans. One morning he had gone into Vish's office unexpectedly for an informal chat. He found his office manager stamping his feet with rage, screaming abuse at one of the junior drivers. Papers and files had been thrown on the floor. Dick asked Vish to follow him to his office. There he had suggested that perhaps less dramatic personnel management techniques should be used in future. Vish had not liked the criticism. His small snake-like eyes had almost disappeared in the fat folds of his face. He had continued to clench and unclench his hands throughout the brief interview. Sweat ran in streams down his neck. He had left the office soon after the interview and remained away on 'sick leave' for two more days.

莫利对她收集的印度寺庙的雕刻、南印度铜像以及当代的绘画非常自豪，这也在情理之中

他们邀请了一班“最亲近的朋友”：一位高等法院的法官、一位警督、一位“印度管理当局”的官员、一位建筑师、一位邦政府前财政部长、轮船公司船东、英国驻印高专署一对夫妇、一个泰米尔族电影导演和一位当地著名的画家。迪克略微有些不安。他知道，维斯瓦内森夫妇邀请这些人来，是想向他们表明他们俩在当地神通广大，人脉活络。当然所有人都度过了一个愉快的晚上。只是在后来，迪克才想起来，他在晚会上看到过有两名厂办的员工帮着送餐。他同时还注意到，晚会上并不缺少供应货真价实的苏格兰威士忌——一种在当地市场上不容易买到的酒。

然而，没过多久，迪克开始感受到维斯瓦内森夫妇的另一面了。有一天上午，他事先没打招呼就来到了维希的办公室，想和他闲聊一下。他看见，他的办公室经理正在疯狂地跺着脚，使劲地谩骂一名资历较浅的司机，文件和档案卷宗被扔了一地。迪克让维希跟着到他的办公室去。在办公室里，他建议维希以后或许该运用较为平和的人事管理技巧。维希不喜欢迪克对他的批评。他小小的蛇一样的眼睛隐藏在脸部鼓起的横肉里，几乎就要看不见了在整个短暂的谈话过程中，他不断地把手攥紧又松开，汗不断地流进脖子里。谈话结束后不久他就离开了办公室，以后的两天以“病假”为由躲着不再露面。

justifiably: *adv.* 正当地；
有理由地
**stamping his feet with
rage, screaming abuse at
sb.**: 怒气冲冲地跺着脚，
大声地辱骂某人

NOTES

Soon afterwards, Molly went to see Dick about the promotion of a senior driver to a supervisor's position in the Stores. She recommended the man's attitude and suitability for the job. Dick had therefore promoted the man. It was only several weeks later that Dick discovered that another equally well-qualified staff member had also applied for the promotion. 'Unfortunately' his papers had been 'misaid' by the Personnel Department and had never reached Dick. When Dick had questioned her about it, Molly had raised her eyes to the ceiling and sighed.

'Now you can see what I have to put up with, Dick,' she cooed. 'They're all so unreliable. The papers were under a pile of files on Shivkumar's desk. I've told him so many times. I really think we should consider transferring him. What do you think?'

'I think you should deal with all applications in person from now on,' Dick had gently suggested.

'I suppose you're right. But my workload is already so heavy. And isn't it a good thing for us to train the juniors to take more responsibility?' She gazed at him quite shamelessly with her liquid black eyes. She had more charm than her husband and Dick could see that some people would think she was attractive. He realised, looking at her, that there was nothing much he could do, unless he wanted a major row.

在这之后，莫利来见迪克，谈有关提升一名资深的司机到厂里仓库当督察员的事情她称许该员工的工作态度，认为他适合这个新的岗位。迪克于是就批准了。过了几个星期，迪克发现厂里还有一位同样够格的员工也曾中请升职，但他的申请“不幸”被人事部不知放到哪儿了，没有到迪克的手里。迪克向莫利询问此事，莫利的眼睛看向天花板，叹了口气，幽幽地说：

“现在你知道我所受的委屈了吧，迪克。他们干活都靠不住。那些文件被休库马放在了他桌子上的一叠卷宗下面。我跟他说过多少回我的确认为我们应该考虑把他调走，不知你意下如何？”

“我认为从现在开始，你应该亲自处理这些申请。”迪克温和地建议道。

“我想你是对的。但我的工作担子已经不轻了。你不认为多给年轻人一些锻炼的机会，让他们分担更多的责任是件好事吗？”她那双乌溜溜的眼睛厚颜无耻地直盯着他。这个女人比她丈夫要有魅力，迪克明白了一些人说她富有吸引力的原因所在。看着她，他意识到他也无能为力，除非想大吵一架。

promotion: *n.* 提升; 晋升

coo: *v.* 柔情地说

liquid black eyes: 指黑色的眼睛目光流动

NOTES

Chapter 2 *Family life*

Dick was woken from his thoughts as the car screeched to a stop to avoid an auto-rickshaw⁵ and a scooter carrying a family of four which had cut across the crowded road outside the High Court buildings. Dick's mind came back to the present. For anyone with strong nerves, travelling in India is a constant source of interest and surprise.

His driver Gopal inched his way forward, successfully winning a few feet from a bus cutting in on one side and a water-tanker on the other, each puffing out clouds of billowing, black diesel fumes. The road widened as they passed Fort St George. Gopal speeded up and they were soon leaving the elegant but neglected university buildings behind. They drove the length of the Marina, the sea on the left and a succession of historic buildings on the right. Even at this hour a few people were strolling along the beach taking the early evening air. Soon there would be crowds, all escaping the oven heat of the city for the cooling evening sea breeze.

It was five-thirty before they reached the tree-lined shade of Boat Club Road and the calm of Dick's company house, set well back from the road in its own garden. The chowkidar⁶ opened the gate and the car slid gratefully into the cool shade of the porch.

There was a note on the kitchen table from Dick's wife, Sally, to say she was out to tea with one of the awful society

第二章

家庭生活

在高等法院大楼的外面，一辆自动三轮车和一辆载着一家四口的小摩托车横穿拥挤的马路，迪克乘坐的汽车被迫嘎的一声停下，迪克从沉思中被惊醒。他的思绪又回到了现实。对意志力坚强的人来说，在印度旅行能源源不断地获得趣味和惊奇。

迪克的司机戈帕尔慢慢向前挪动着车。一辆公共汽车从马路一边横插过来，一辆运水车从另一边也挤了上来，每辆车都向外喷着黑乎乎的翻滚的柴油浓烟戈帕尔成功地越过两车，车轮向前移动了几英尺过了圣乔治城堡，路面变得宽了。戈帕尔开始加速，不久他们就把这些优雅而又被遗忘的大学楼群给甩在后面了。他们驶过海港，海在左边，一系列古建筑群矗立在港口的右边。即使时间这么早，也还有一些人沿着海滩在漫步 呼吸着傍晚的空气不久 人会越来越多 所有的人都在躲避这座城市火炉般的热气 来这寻找傍晚凉爽的海风。

他们抵达绿阴浓密的游船俱乐部时，已经五点半了。公司安排给迪克住的房子有一个花园，很安静，就在俱乐部路的边上，离马路还有一段距离。夜班看门人把门打开，汽车愉快地滑进了绿阴下的入口处。

迪克进到屋里。厨房的桌子上放着一张便条，是他妻子萨莉留下的，说她和一位了不起的社团女伴出去喝茶了。



screech: v. 发出尖锐刺耳的声音
 of billowing, black diesel
 fumes: 滚滚的、大团大团黑色的烟雾

NOTES