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前 言

《新编实用英语教程》是一套内容新、实用性强的综合英语教材,是根据目前高等学校英语教学的实际情况,在不断总结经验、不断完善的基础上编写而成的。旨在培养学生用英语获取知识和交流信息的能力,从而进一步扩大知识面,提高语言交际水平,增强综合素质,培养创新意识,更好地体现高等教育改革和发展的要求。

本教材分上、下两册,每册 16 课,每课涉及某一专业学科和科技领域的最新发现和成果,或精选一篇经典散文,题材广泛,内容丰富,且语言规范,具有时代性、知识性、趣味性和启发性,有助于学生扩大知识面,获取大量的专业信息。每课包括课文、词汇表、注释、课文练习和补充练习五个部分。其中课文练习部分包括阅读理解、词汇练习和翻译练习,旨在帮助学生巩固本课所学的知识。补充练习部分包括语法练习、词汇练习、完形填空、阅读理解和写作指导,旨在帮助学生进行专项练习,打下扎实的基本功,为应对大学英语四、六级统考、高教自学考试、TEM-4 以及托福和雅思等各类英语考试作准备。书后提供了全部练习的答案,便于自学自测。

本教材由张德玉拟订写作提纲并担任主编,张国、张媛、邹卫宁担任副主编,李祥云、范琳、李力、张树筠、盛春

媛、刘艳、李桂芝、胡淑琴参加编写。最后由张德玉、张国、张媛负责全书的统稿,定稿。

在编写过程中得到中国海洋大学外国语学院张德禄、刘汝山、常宗林等各位领导的大力支持;刘汝山教授和杜曾荫教授在百忙之中欣然担任本教材主审;英语系主任邓红风教授和赵德玉、王峻岩老师对本教材提出了许多宝贵意见;张春海、孙建强、张惠萍、杜东升、胡宏政、马伟等同志也给予了很多具体帮助。在此谨向他们表示衷心的感谢。此外,成书过程中还参阅了大量图书资料,未能一一列出,谨向有关作者致以诚挚的谢意。

由于时间仓促,编者水平有限,书中难免有不足之处,恳请使用本教材的广大师生和诸位同仁不吝指正。

编 者

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Lesson One

Text

Learning from Foreign Management

“What can we learn from American management ?” was the question asked all over the world only 10 years ago. Now it is perhaps time to ask : What can American management learn from others in the free world, and especially from management in Western Europe and Japan ? For Europe and Japan now have the managerial edge in many of the areas which we used to consider American strengths, if not American monopolies.

First, foreign managers increasingly demand responsibility from their employees, all the way down to the lowliest blue-collar workers on the factory floor. They are putting to work the tremendous improvement in the education and skill of the labor force that has been accomplished in this century. The Japanese are famous for their “quality circles” and their “continuous learning”. Employees at all levels come together regularly, sometimes once a week, more often twice a month, to address the question : “What can we do to improve what we already are doing ?” In Germany, a highly skilled senior worker known as the “Meister” acts as teacher, assistant and standard-setter, rather than as “supervisor” and “boss”.

Second, foreign managers have thought through their benefits policies more carefully. “Fringes” in the United States are now as

wide as in any other country, that is, they amount to some 40 cents for each dollar paid in cash wages. But in this country, many benefits fail to help the individual employee. In many families, for instance, both husband and wife are docked the full family health insurance premium at work, even though one insurance policy would be sufficient. And we pay full Social Security charges for the married working women, even though married working women under our Social Security system may never see a penny of their money paid back into their accounts.

By contrast, foreign managements, especially those of Japan and Germany, structure benefits according to the needs of recipients. The Japanese, for instance, set aside dowry money for young unmarried women, while they provide housing allowances to men in their early thirties with young families. In England, a married woman in the labor force can opt out of a large part of old-age insurance if her husband already pays for the couple at his place of employment.

Third, foreign managers take marketing seriously. In most American companies marketing still means no more than systematic selling. Foreigners today have absorbed more fully the true meaning of marketing: knowing what is value for the customer.

American managers can learn from the way foreigners look at their products, technology and strategies from the point of view of the market rather than vice versa. Foreigners are increasingly thinking in terms of market structure, trying to define specific market niches for their products, and designing their business with a marketing strategy, in mind. The Japanese automobile companies are but one example.

It is not correct, as is so often asserted in this country, that Japanese and Western European businesses subordinate profits. Indeed the

return on total assets is conspicuously higher today in a great many foreign businesses than it is in this country, especially if profits are adjusted for inflation. But the foreign manager has increasingly learned to say, "It is my job to earn a proper profit on what the market wants to buy." We still, by and large, try to say in this country, "What is our product with the highest profit margin? Let's try to sell that, and sell it hard."

Incidentally, when the foreign manager says "market", he tends to think of the world economy. Very few Japanese companies actually depend heavily on exports. And yet it is the rare Japanese business which does not start out with the world economy in marketing, even if its own sales are predominantly in the Japanese home market.

Fourth, foreign managements base their marketing and innovation strategies on the systematic and purposeful abandonment of the old, the outworn and the obsolete. In every single business plan of a major foreign company I have seen lately — Japanese, German, French and so on — the first question is not "What are the new things we are going to do?" The first question is "What are the old things we are going to abandon?" As a result, resources are available for innovation, new product, new markets. In too many American companies, the most productive resources are frozen into defending yesterday.

Fifth, foreign managements keep separate and discrete those areas where results should be measured over short time spans, and those where results should be measured over longer time spans, such as innovation, product development, product introduction and manager development. The quarterly P and L is taken as seriously in Tokyo and Osaka as it is in New York and Chicago; and, with the strong role that the banks play in the management of German companies, the

quarterly P and L is probably taken more seriously in Frankfurt than it is in the U. S. But outside the U. S. the quarterly P and L is increasingly being confined to the 90% or so of the budget that is concerned with operations and with the short term.

There is then a second budget, usually no more than a few percent of the total, which deals with those areas in which expenditures have to be maintained over a long period of time to get any results. By separating short-term operating budgets from longer-term investment or opportunities budgets, foreign companies can plan for the long haul. They can control expenditures over the long term and get results for long-term efforts and investments.

Sixth, managers in large Japanese, German and French companies see themselves as national assets and leaders responsible for the development of proper policies in the national interest. One good example may be a group that came to see me six months ago. The chief executive officers of the 40 largest Japanese companies came to discuss how Japan should adjust to demographic changes, official retirement age is still 55 in Japan, while life expectancy is now closer to 80.

“We don’t want to discuss with you,” said the leader of the group, “what we in Japanese business should be doing. Our agenda is what Japan should be doing and what the best policies are in the national interest. Only after we have thought through the right national policies, and have defined and publicized them, are we going to think about the implications for business and for our companies. Indeed we should postpone discussing economics altogether until we have understood what the right social policies are and what is best for the individual Japanese and for the country altogether. Who else besides the heads of Japan’s large companies can really look at such a problem

from all aspects ?To whom else can the country really look for guidance and leadership in such a tremendous change as that of the age structure of our population ?”

Any American executive, at all conversant with our management literature, will now say “What else is new ?Every one of these things I have known for 30 years or so. ” But this is precisely the point. What we can learn from foreign management is not what to do. What we can learn is to do it.

Each of these six practices is American in origin. Every one the foreigners have learned from us in the 20 years they have come to this country to find out how to manage.

The “ quality circles ” for productivity and quality improvement which are now being touted in American industry as the latest and most advanced “ innovation ” were brought to Japan in the Fifties and Sixties by three Americans — Edward Deming and Joseph M. Juran, both then at New York University and A. V. Feigenbaum of General Electric.

The German “ Meister ” has ancient roots, but its present form dates back to the Fifties and to unashamed imitation of the way IBM, first in this country and then in its European subsidiaries, had restructured the role and job of the first-line supervisor, converting him or her from a “ foreman ” into an “ assistant ” and “ teacher ”.

The Japanese and Germans practice in marketing what every American marketing textbook has been preaching for the last 30 years. The distinction between short-term and long-term budget goes back to Du Pont and General Motors in the Twenties. Indeed each of these practices can be found in any management books written in the late Forties and early Fifties, including mine. We don’t need to learn what the rules are — we invented them. What we need is to put them into

practice.

Vocabulary

monopoly /mə'nɒpəli/ *n.* 垄断, 独占,

专营

address /ə'dres/ *vt.* 针对...说话

dock /dɒk/ *vt.* 扣除

premium /'pri:mjəm/ *n.* 保险费, 酬金

recipient /ri'sipiənt/ *n.* 收受者

dowry /'daʊəri/ *n.* 嫁妆

niche /nitʃ/ *n.* 合适的位置

assert /ə'sɔ:t/ *vt.* 坚定地断言, 主张,

维护

subordinate /sə'bɔ:dineit/ *vt.* 服从于,

从属于

conspicuously /kən'spikjuəsli/ *adv.* 显

著地, 显而易见地

incidentally /ɪn'si'dentəli/ *adv.* 顺便

一提

predominantly /pri'dɒminəntli/ *adv.*

主要地

innovation /ɪnəʊ'veɪʃən/ *n.* 革新, 创

新

abandon /ə'bændən/ *vt.* 抛弃, 放弃

obsolete /'ɒbsəli:t/ *adj.* 过时的

discrete /dis'kri:t/ *adj.* 分离的, 不相

连的

expenditure /iks'pendɪtʃə/ *n.* 开支, 支

出

expectancy /ik'spektənsi/ *n.* 期望, 希

望

postpone /pəʊst'pəʊn/ *vt.* 推迟, 延迟

tremendous /tri'mendəs/ *adj.* 巨大的,

惊人的

conversant /kən'vɜ:sənt/ *adj.* 精通的

tout /taʊt/ *vt.* 高度评价, 过分夸奖

unashamed /ʌnə'sheɪmd/ *adj.* 无愧的;

坦然的 恬不知耻的, 勇敢的

imitation /ɪmi'teɪʃən/ *n.* 模仿

subsidiary /səb'sɪdjəri/ *n.* 子公司, 分

公司

preach /pri:tʃ/ *vt.* 说教, 教导

Notes on the Text

1. managerial edge 管理、经营的优势

2. putting to work the tremendous improvement in the education and skill of the

labor force

开始从教育及劳动者技能的巨大提高中受益

3. Meister 德语词,意为“master”,指德国公司中技能熟练、工作经验丰富的工人。

4. fringes 固定工资以外的福利

5. amount to 达到

6. both husband and wife are docked the full family health insurance premium at work

丈夫和妻子的工资中有一部分被扣除来支付全家的健康保险费

7. Social Security charges 社会保障费

8. by contrast 相比之下

9. opt out of 作出撤出的抉择

10. trying to define specific market niches for their products

尽力给自己的产品在市场上找到合适的位置

11. marketing strategy 营销策略

12. the return on total assets 全部投资所得的利润

13. frozen into defending yesterday

只限于使用过时的经营管理原则

14. P and L 利润和损失

15. Tokyo /'təʊkjəʊ/ 东京,日本首都

Osaka /əu'sɑ:kə/ 大阪,日本南部的一个城市

16. outside the U. S. 美国除外

17. demographic changes

人口变化的统计数字,包括人口数量、人口分布、疾病、出生、死亡等。

18. life expectancy 估计寿命

19. at all conversant with our management literature

非常熟悉我们关于管理方面的著作

20. General Electric

通用电气公司——世界上最大的电器生产商之一。

Du Pont

杜邦公司——美国最有影响力的公司之一,控制着燃料、尼龙、塑料等其

他化学产品的生产。

General Motors

通用汽车公司——一个主要生产汽车的跨国公司。

Work on the Text

I True or false ?

1. America had the managerial edge in many areas ten years ago.
2. The Japanese companies pay much attention to the education of their employees.
3. In Western Europe and Japan, many benefits fail to help the individual employee.
4. In Japan, a married woman can opt out of a large part of old-age insurance.
5. American managers nowadays do not take marketing seriously.
6. It is quite common that Japanese business starts out with the world economy in marketing.
7. Too many American companies would like to abandon the old, the outworn and the obsolete things.
8. The P and L is taken more seriously in the U. S. than in Germany.
9. Average Japanese now can live nearly up to 80 years old.
10. Japanese companies usually put their national interest above all other considerations.
11. What we can learn from foreign management is what to do, not to do it.
12. Edward Deming was a professor at New York University as well as an engineer at General Electric.
13. The German “Meister” used to be a “foreman” in the past.

14. During the last 30 years , the Japanese and Germans did what every American marketing text book had told them to do.
15. What American companies need to do is to put the Japanese management into practice.

**II Fill in the blanks with the words or expressions given below.
Change the form where necessary.**

by contrast	conversant	subsidiary	innovation
conspicuously	subordinate	postpone	monopoly
expectancy	amount to	niche	obsolete
dowry	by and large	tremendous	expenditure
abandon	predominantly	incidentally	assert

1. Now the living standard of people in our country is _____ higher than that in the past.
2. I must go now. _____, if you want that book , I'll bring it next time.
3. He's interested in the _____ of air travel during this century.
4. The life _____ is now closer to 80 in Japan.
5. There has been a _____ change in our country since liberation.
6. A university education shouldn't be the _____ of those who have money.
7. Mary has set aside an amount of money as her _____ for her marriage.
8. It's very important for us to find our _____ in the society.
9. In modern society , the _____ technology is replaced by the advanced one very quickly.
10. The inhuman father _____ his two poor children.
11. The sports meet was _____ because of the heavy rain.
12. The manager tries his best to cut the _____ for the sake of

money.

13. I can't claim to be very _____ with any of the sciences because I've never studied them.
14. The influential international company has many _____ all over the world.
15. He _____ that he was not guilty.
16. The great man _____ his own wishes to the general good of the group.
17. The votes were _____ in favour of the government.
18. Fringes in the United States _____ 40 cents for each dollar paid in cash wages.
19. _____, your idea is a good one.
20. _____, I'm a nobody.

III Translate the following into English :

1. 教师不许推卸责任。
2. 对于这个新的政府文件,我不甚了解。
3. 这本容易读懂的手册是为那些够格的人准备的。
4. 律师声称被告无罪。
5. 这个月集成电路板的销售量是上月的 3.5 倍。
6. 他是个很能干的领导,很快就把事情理顺了。
7. 中国目前关键是取得经济发展的领先优势。
8. 你的文章未能触及问题的实质。

Additional Exercises

I Vocabulary and Structure

1. I rushed to my attic room, where I had _____ several orange boxes, nicely trimmed and stained, into bookcases.

- 11 •

A. go B. going C. to go D. went

10. If only I _____ the books on the reading list before I attended the lecture !

A. have been reading B. would have read
C. have read D. had read

11. Some type of instrument _____ has been known to painters since the early Stone Age.

A. for applying paint B. applying paint
C. is for applying paint D. for applying paint it

12. Because sheep _____ meat and wool, they are valued in many countries.

A. produces both B. both produce
C. produce both D. both produces

13. Not until a baby kangaroo is four months old _____ to live outside its mother's pouch.

A. it begins B. he begins
C. does it begin D. is he beginning

14. Although I've never seen you before, I guess you _____ be the new secretary.

A. should B. would C. must D. could

15. Her terror was so great _____ somewhere to escape, she would have run for her life.

A. that had there only been B. that there had only been
C. only if there had been D. if there was only

16. Despite the author's evident attempts at objectivity, his view of China remains _____.

A. fragmented B. biased
C. impersonal D. impressive