

国家开放大学公共英语教材阅读材料汇总

管理英语3

Unit One

Managing Oneself 管理自己

We live in an age full of opportunities: If you are smart enough, and have got ambition and keep pushing forward, you can rise to the top of your chosen profession, no matter where you started out.

我们生活在一个充满机遇的时代：如果你足够聪明，有抱负，不断进取，你就可以登上你所选择的职业的顶端，不管你从哪里开始。

But with opportunity comes responsibility. Companies today aren't managing their employees' careers. Professional workers must be their own chief executive officers (CEO). It's up to you to strive for your place, to keep yourself engaged and productive during a working life that may last around 50 years. To do those things well, you'll need to have a deep understanding of yourself — not only what your strengths and weaknesses are, but also how you learn, how you work with others, what your values are, and where you can make the greatest contribution, because only when you operate from strength can you achieve true excellence.

但机遇伴随着责任。如今的公司并没有管理员工的职业生涯。专业人员必须是自己首席执行官（CEO）。这取决于你为自己的位置而努力，在一个可能持续50年左右的工作生活中保持自己的投入和生产力。要想把这些事情做好，你需要对自己有一个深刻的了解——不仅要了解自己的强项和弱点，还要了解你如何学习，如何与他人合作，你的价值观是什么，你能在哪些方面做出最大的贡献，因为只有当你靠实力运作，你才能取得真正的卓越。

History's great achievers — Napoléon, da Vinci, and Mozart — have always managed themselves. But they are so unusual both in their talents and in their accomplishments as to be considered rare exceptions.

历史上伟大的成就者——拿破仑、达芬奇和莫扎特——一直在管理自己。但他们无论在才干上还是在成就上都是如此不同寻常，以至于被认为是罕见的例外。

Now, most of us, even those of us with modest talents, will have to learn to manage ourselves. We will have to learn to develop ourselves. We will have to place ourselves where we can make the greatest contribution.

现在，我们中的大多数人，即使是那些才华横溢的人，也必须学会管理自己。我们必须学会发展自己。我们必须把自己放在能做出最大贡献的地方。

And we will have to stay mentally alert and engaged during a 50-year working life, which means knowing how

and when to change the work we do.

在50年的工作生涯中，我们必须保持警觉和投入，这意味着我们要知道如何以及何时改变我们所做的工作。

Organization Structure in Hoogle Engineering Hoogle

工程中的组织结构（已考）

I'm Michael Bush, Managing Director of Hoogle Engineering. I am pleased to welcome you here to our website and I'd like to tell you a little about the company and its organization. Hoogle Engineering was set up in 1960. It was divided into several departments at that time, such as the sales department, marketing department, and production department. Lots of managers were employed to manage it all.

我是迈克尔·布什，胡格尔工程公司的总经理。我很高兴欢迎您来到我们的网站，我想向您介绍一下公司及其组织结构。胡格尔工程公司成立于1960年。当时分为几个部门，如销售部、市场部和生产部。很多经理都被雇来管理这一切。

Fortunately things are different now. Sixty people are employed by Hoogle and communication between departments is considered to be one of the most important aspects of the business. The market is global so we need to make contact with customers worldwide, not just locally.

幸运的是现在情况不同了。Hoogle雇佣了60名员工，部门间的沟通被认为是公司最重要的方面之一。市场是全球性的，所以我们需要与世界各地的客户联系，而不仅仅是本地客户。

But in the old days we were all in different departments and never spoke to each other. We had a tall structure. Traditionally we had people at the first level on the shop floor, manufacturing products according to the instructions which they were given. Then you had a supervisory level of people who supervised them every day. Then you moved up to the middle management, who were doing the tasks of getting new business, and then you had the senior management team, and then you had the board, who decided the business strategy. So there were a lot of levels in the company in the old days actually.

但在过去，我们都在不同的部门，从来没有交谈过。我们的建筑很高。传统上，我们让员工在车间的第一层，按照他们得到的指示制造产品。然后你有一个监督级别的人每天监督他们。然后你升到中层管理层，他们负责新业务的开发，然后你有了高级管理团队，然后你有了董事会，董事会决定了商业战略。所以在过去的日子里公司里有很多级别。

The structure today is that we form teams within teams to place people who can manufacture a product. Each team has members that can manufacture different products. The actual teams now are self-managing, so we don't even have team leaders. You've got the teams, and then you've got two people, only two people, who are what you

think of as management. This is generally called flat structure.

今天的结构是，我们在团队中组建团队，安排能够制造产品的人员。每个团队都有可以制造不同产品的成员。实际的团队现在是自我管理的，所以我们甚至没有团队领导。你有团队，然后你有两个人，只有两个人，你认为他们是管理层。这通常称为扁平结构。

Unit Two

“War for Talent” Goes on in Job Market 人才争夺战在人才市场上演

The “war for talent” reads like headlines from many years ago, but it has never gone away, says Eleanor Nickerson, director of UK operations for Top Employers. Many companies they have researched are short of talents. Though the companies may receive many applications, they cannot find the people they want.

顶尖雇主英国业务主管埃莉诺·尼克森 (eleanornickerson) 表示，“人才争夺战”读起来像是多年前的头条新闻，但它从未消失过。他们研究的许多公司都缺乏人才。虽然这些公司可能会收到许多申请，但他们找不到他们想要的人。

Top Employers’ research shows that offering good career chances is the key to attracting and keeping the talent. Smart employees know their own value and will want to know what their employers can offer them after 5 or 10 years’ career development. So, keeping staff is the biggest challenge employers face in the long run.

顶尖雇主的研究表明，提供良好的职业机会是吸引和留住人才的关键。聪明的员工知道自己的价值，并希望知道雇主在5年或10年的职业发展后能为他们提供什么。因此，从长远来看，留住员工是雇主面临的最大挑战。

Yet not every employee feels that they can better their career chances. Some are still nervous about losing their jobs, despite a recent fall in unemployment, says the Trades Union Congress (TUC). TUC points out that some four-fifths of new jobs created have been in part of the economy where average pay rates are less than £8 an hour since the recession began. Many of these jobs are on temporary or zero-hours contracts.

然而，并不是每一个员工都认为他们可以改善自己的职业机会。工会大会 (TUC) 表示，尽管最近失业率有所下降，一些人仍然对失业感到紧张。英国工会联合会指出，自经济衰退开始以来，约五分之四的新增就业岗位来自于平均工资低于每小时8英镑的经济领域。这些工作中有许多是临时或零小时合同。

Report from the Office for National Statistics published in February showed that real wages have been falling consistently since 2010. It’s the longest period since at least 1964. “We’re still in the hardest living standards squeeze for over a century and those who are already working have had years of real-terms pay cuts,” says TUC spokesperson Liz Chinchin. “Understanding the pressures that staff face is a good starting point for any employer. If employers want to show concern for their staff, they should be paying them well and understand that zero-hours

contracts bring insecurity and extreme money worries.”

英国国家统计局2月份发布的一份报告显示，自2010年以来，实际工资一直在持续下降。这是至少1964年以来最长的时期。TUC发言人Liz Chinchon说：“我们仍然处于一个多世纪以来最艰难的生活水平紧缩时期，那些已经工作的人已经连续多年实际减薪。”。“了解员工面临的压力是任何雇主的良好起点。如果雇主想表现出对员工的关心，他们应该给他们高薪，并明白零工时合同会带来不安全感和极度的金钱担忧。

Human Resources Management 人力资源管理

Human Resources Management (HRM) is the process of managing people and their relationships in an organization. These two processes are important in the success and growth of a business.

人力资源管理（HRM）是对组织中的人员及其关系进行管理的过程。这两个过程对于一个企业的成功和成长是非常重要的。

In managing people, staffing is the most important component of HRM. It needs to make guidelines and procedures for hiring and placement. Staffing also involves the management of employees on matters like monitoring of holidays, absences, health and safety, disciplinary action, and dismissal.

在人力资源管理中，人员配置是人力资源管理最重要的组成部分。它需要制定招聘和安置的指导方针和程序。人员配备还涉及对员工的管理，如假期监控、缺勤、健康和 safety、纪律处分和解雇。

Another important element of HRM in managing people is keeping the employees in the company. The training of employees to enable them to improve their career development is very important. Good HRM policies ensure that there are clear regulations which show the pay levels for the different positions in an organization. It is important for the staff to know the career path, pay, training and other opportunities that are available to them. Performance management is another important component of HRM. The reason for this is that many employers use it to evaluate career improvement and to determine pay increases.

人力资源管理的另一个重要因素是留住员工。对员工进行培训，使他们能够提高自己的职业发展水平是非常重要的。良好的人力资源管理政策确保有明确的规章制度来显示组织中不同职位的薪酬水平。对员工来说，了解职业道路、薪酬、培训和其他可用的机会非常重要。绩效管理是人力资源管理的另一个重要组成部分。原因是许多雇主用它来评估职业发展和决定加薪。

The secondary role of HRM is the management of the relationships among people in an organization. This includes staff within departments as well as across the whole organization. The relationship between staff and management is an important factor in the success of an organization.

人力资源管理的次要作用是管理组织中人与人之间的关系。这包括部门内部以及整个组织的工作人员。员工与

管理层之间的关系是组织成功的一个重要因素。

It decides how fast an organization will realize their goals. The focus of HRM is the people within an organization. Regular planning, monitoring and evaluation are important for the success of HRM. Successful management ensures that all employees know their role, career development and also feel part of an organization.

它决定了一个组织实现目标的速度。人力资源管理的重点是组织内部的人。定期规划、监测和评估对人力资源管理的成功至关重要。成功的管理确保所有员工都知道自己的角色、职业发展，并感到自己是组织的一部分。

Unit Three

Save Money by Understanding Why You Spend It 通过理解你为什么要花钱来省钱

To save money, you simply need to spend less than you earn. It is easy to say, but why is it so difficult to do? To answer this question, you need to study the factors that keep you spending all the time.

为了省钱，你只需要花得比挣的少。说起来容易，但为什么这么难做呢？要回答这个问题，你需要研究让你一直花钱的因素。

Easy access to credit 容易获得信贷

For most people, this is the biggest reason for overspending. People can easily get a credit card, simply by filling out a short form in a bank or jumping on their website. They can borrow money from banks to go shopping, even buy cars or houses. When you aren't physically handing someone money or a check for a purchase, you will feel you are spending free money or you aren't spending money at all. Try using cash to get your spending under control.对大多数人来说，这是超支的最大原因。人们只需在银行填写一张简短的表格或在他们的网站上跳转，就可以很容易地获得信用卡。他们可以从银行借钱去购物，甚至买汽车或房子。当你不给别人钱或买东西的支票时，你会觉得你在花免费的钱，或者你根本没有花钱。试着用现金来控制你的开支。

Misusing credit cards 滥用信用卡

A credit card is an interest free short-term loan. When used as planned, this can be a powerful financial tool. The problem is when you begin to let the balance continue from month to month. If you make a \$200 purchase on your credit card and find out that at the end of the month you can't afford to repay the full amount, this is when the high interest rates on the cards really begin to hurt you. That is no way of saving money.信用卡是一种无息的短期贷款。如果按计划使用，这将是一个强大的金融工具。问题是当你开始让余额逐月持续。如果你在信用卡上花了200美元买了东西，发现到了月底你还不起全额还款，这时信用卡的高利率真的开始伤害你了。那不是省钱的办法。

Giving in to temptation 屈服于诱惑

We all need to enjoy life, but don't waste your financial future for a few guilty pleasures today if they aren't in

your budget. When you know that you can't afford an activity, don't give in. Instead, invite your friends over for a home dinner party, game night, or some other activities where you can still enjoy time together, but without breaking your budget

.我们都需要享受生活，但不要浪费你的财政未来为一些有罪的享乐今天，如果它们不在你的预算。当你知道你负担不起一项活动时，不要屈服。相反，邀请你的朋友来参加一个家庭晚宴，游戏之夜，或者一些其他的活动，在这些活动中你仍然可以享受在一起的时光，但不会破坏你的预算。

Spending to feel good Everyone enjoys getting something new — buying yourself something feels good. There is absolutely nothing wrong with this, as long as you don't go overboard. You'll feel good about your purchase whether you make it with cash or by credit card, but you'll feel even better when you don't have to spend the next two years trying to pay it off with 20% interest.

花钱让自己感觉良好每个人都喜欢得到新的东西-给自己买些感觉好的东西。这绝对没有什么错，只要你不越轨。无论是用现金还是信用卡购物，你都会感觉很好，但当你不必在接下来的两年里用20%的利息还清贷款时，你会感觉更好。

Three Steps to a Good Marketing Budget 做好营销预算的三个步骤

Without good budget management, you are likely to overspend on marketing accidentally. Here are three steps that help to make a good marketing budget.

如果没有良好的预算管理，你很可能会意外地在营销上超支。以下三个步骤有助于制定一个好的营销预算。

Step 1: Organize financial information

第一步：整理财务信息

The first step is to be clear of your current financial situation. You need to know how much money your company makes monthly and the changes that might arise in the future. Although income flows change throughout the year, you must organize the information based on reliable revenue — the minimum amount of money your company makes each month.

第一步是弄清楚你目前的财务状况。你需要知道你的公司每月赚多少钱，以及将来可能发生的变化。虽然全年的收入流都在变化，但你必须根据可靠的收入来组织信息，这是公司每月的最低收入。

A realistic budget plan will always focus on the income that exceeds the expenses, not the total revenue that comes in. When you have determined the amount of disposable income available for the company, you should determine where the money will go.

一个现实的预算计划总是把重点放在超过支出的收入上，而不是收入总额上。当你确定了公司可支配收入的数

额时，你应该决定这些钱将流向何处。

Step 2: Determine where you want to spend marketing funds

第二步：决定你想把营销资金花在哪里

After you know the total amount available to spend on marketing, the next step is how you plan to spend that money. Three main factors decide how you spend marketing funds: the budget amount, your past experiences, and where you can reach the right audience.

在你知道了可用于市场营销的总金额之后，下一步就是你打算如何花这笔钱。三个主要因素决定了你如何使用营销资金：预算金额，你过去的经历，以及你能在哪里找到合适的受众。

You will start organizing how to spend the funds based on the amount. Besides, you need to consider the strategies that have worked in the past. Also, you need to consider which marketing channels will allow you to reach the right audience.

你将开始组织如何根据金额使用资金。此外，你需要考虑过去有效的策略。另外，你需要考虑哪些营销渠道能让你接触到合适的受众。

Step 3: Assess data and make appropriate changes

步骤3：评估数据并进行适当的更改

The final step in building a good marketing budget is the analysis of the plan and any changes that may improve revenue. Ultimately, marketing is designed to bring in extra revenue. If the activity does not bring in any additional revenue over its cost, then it is better to change strategy and try something else.

建立一个好的营销预算的最后一步是分析计划和任何可能提高收入的变化。归根结底，营销是为了带来额外的收入。如果这项活动没有带来任何超过成本的额外收入，那么最好改变策略，尝试其他方法。

Assessing the data is a vital part of creating an effective marketing strategy. Evaluation begins with comparing past performance to the performance after marketing the product or services.

评估数据是制定有效营销策略的重要组成部分。评估首先将过去的表现与产品或服务营销后的表现进行比较。

However, a good budget alone is not enough. You have to take action and remain committed to following through your plan. By keeping the budget in mind when you make decisions, you will have the opportunity to work out different strategies to find the best solutions for your business goals and prevent overspending on marketing.

然而，光有好的预算是不够的。你必须采取行动，并坚持执行你的计划。当你做决定时，把预算牢记在心，你就有机会制定不同的战略，为你的商业目标找到最好的解决方案，并防止在市场营销上超支。

Unit Four

Road Closure Procedures in Sydney 悉尼的道路封闭程序

To minimize traffic jams in the city center and on major roads out of Sydney, the City's highway department will not agree to road closures scheduled for weekdays or Saturdays. On minor roads outside the city center, weekdays and Saturdays may be considered. You must apply for approval to do roadwork and other road-related activities, tree cutting and use of very large construction machinery, ladders, etc. Please note that approval is needed if you plan to block the road or footpath.

为了尽量减少市中心和悉尼外主要道路的交通堵塞，悉尼市公路部门不会同意在工作日或周六关闭道路。在市中心以外的次要道路上，可以考虑工作日和周六。进行道路工程和其他与道路有关的活动、砍伐树木和使用大型施工机械、梯子等必须申请批准。请注意，如果您计划堵塞道路或人行道，则需要获得批准。

Applications to have a road closed to traffic must be completed and sent to the Department's Traffic Calming Committee at least a month before the scheduled date.

申请封闭道路的申请必须在预定日期前至少一个月填妥并送交本署交通平静委员会。

Roads can be closed partially or fully, depending on your requirements. Partial road closures are only allowed in light traffic areas where there will be at least 1 lane for traffic with extra traffic control measures to make sure 2-way traffic can continue to run for the duration of the work. Any change of traffic flow will require the proposal to be treated as a full road closure. For further information about a partial road closure, please refer to Contacts.

道路可以部分关闭或完全关闭，具体取决于您的要求。只有在交通量较轻的区域，才允许部分道路封闭，在该区域，至少有1条车道供车辆通行，并采取额外的交通管制措施，以确保双向交通在工程期间能够继续运行。任何交通流量的变化都需要将该方案视为完全封闭道路。有关部分道路封闭的更多信息，请参阅联系人。

If you are organizing a parade, march or other type of street-based event, approval is also required and we recommend you choose one of our 4 preferred routes. Choosing an existing route reduces the amount of planning you will need to do.

如果您正在组织游行、游行或其他类型的街头活动，也需要获得批准，我们建议您从我们4条首选路线中选择一条。选择一条现有的路线可以减少你需要做的计划。

Beijing's Roads for the Future 北京的未来之路

The road system in Beijing's central business district (CBD) is being re-designed to make public transportation easy and improve efficiency.

北京中央商务区（CBD）的道路系统正在重新设计，以方便公共交通并提高效率。

Plans for 45 roads within the CBD have been approved, measuring 41.5 kilometers in total. In addition to public

buses, free or low price shuttle buses from residence areas to subway stations will also be provided for commuters.

CBD内45条道路的规划已获批准，总长41.5公里。除了公交车外，还将为通勤者提供从居住区到地铁站的免费或低价班车。

This is just over four times the number of roads opened in 2007, and will add another 15.5 km to the existing road network.

这是2007年开放道路数量的四倍多，将在现有道路网基础上再增加15.5公里。

Besides roads, an underground traffic system has also been operating, which includes four new subway lines beneath the CBD.

除了道路，一个地下交通系统也在运行，其中包括CBD地下的四条新地铁线路。

The underground connection system is made up of two levels. The first underground floor is set aside mainly for pedestrians and commercial facilities, while the second underground floor is planned for parking.

地下连接系统由两层组成。地下一层主要为行人和商业设施预留，地下二层规划为停车场。

The city has also invested 140 million yuan to set up a traffic inquiry system, through which the public can check traffic conditions online and see the most convenient routes on their GPS system.

北京市还投资1.4亿元建立了交通查询系统，市民可以通过该系统在线查询交通状况，并在GPS系统上看到最便捷的路线。

In the future, the CBD will be fully covered by an intelligent traffic control system.

未来，智能交通控制系统将全面覆盖CBD。

Unit Five

Food Safety 食品安全（已考）

A question that often troubles food companies is how to control problems like rats and insects without harming the food. Pest control experts say poisons should never be used where they may enter food. They say the first line of defense against pests is to clean the places where the food is handled or stored.

Floors, food preparation surfaces and tools can be disinfected with chemicals like chlorine, iodine or bromine. Food containers should be stored about half a meter off the ground and about half a meter away from any walls. Storage areas should be kept dry and clean.

Containers for raw materials such as rice, wheat, etc. should be kept closed and clean. Any foodstuff split during delivery or handling should be cleared up both inside and outside the building.

Pests enter a building from the outside, so pay attention to outer walls. Small stones can be used to cover the

ground and block the growth of plants and the grass should be kept short to deny pests a place to live.

Check that doors and windows are completely closed. Also any hole that might allow pests to enter a building should be filled. Rats can enter through a hole the size of a coin. A mouse can pass through a hole half that size.

Supervisors should make a list of pest control measures to be taken by employees. This will aid the efforts and also help prepare for any inspections. In most countries, there is a food and drug administration bureau, or some agency with a similar name, which enforces rules nationwide, responsible for rules about the use of pesticides, etc. However, businesses where food is stored, prepared or sold must also follow state and local health laws. Most of these governmental departments or bureaus have their websites with information about food safety policies and other issues. People can easily access the information.

一个经常困扰食品公司的问题是如何在不损害食品的前提下控制老鼠和昆虫等问题。害虫控制专家说，毒药不应该用在可能进入食物的地方。他们说，对付害虫的第一道防线是清理处理或储存食物的地方。

地板、食品加工表面和工具可以用氯、碘或溴等化学物质消毒。食品容器应存放在离地面约半米的地方，离任何墙壁大约半米的地方。储存区域应保持干燥和清洁。

盛装大米、小麦等原材料的容器应保持密闭和清洁。任何在运送或搬运过程中裂开的食物都应在建筑物内外清理干净。

害虫从外面进入建筑物，所以要注意外墙。小石头可以用来覆盖地面，阻止植物的生长，草应该保持短，以使害虫没有生存的地方。

检查门窗是否完全关闭。此外，任何可能让害虫进入建筑物的洞都应该被填满。老鼠可以通过硬币大小的洞进入。一只老鼠可以穿过一个只有一半大小的洞。

主管应列出员工应采取的虫害防治措施清单。这将有助于努力，也有助于为任何检查做准备。在大多数国家，都有一个食品和药品管理局，或一些同名的机构，在全国范围内执行法规，负责杀虫剂的使用等。但是，储存、制备或销售食品的企业也必须遵守州和当地的卫生法律。这些政府部门或局的网站上大多有关于食品安全政策和其他问题的信息。人们可以很容易地获取信息。

The International Food Safety Authorities Network (INFOSAN)

国际食品安全当局网络

With the rapid globalization of food production and trade, international issues related to food safety are likely to increase. Food safety authorities all over the world have realized that food safety problems should be carried out at both national and international levels. There is a pressing need for exchanging routine information on food safety issues, and sharing experiences and information quickly when a food safety related event takes place.

随着食品生产和贸易的迅速全球化，与食品安全有关的国际问题可能会增多。世界各地的食品安全主管部门都意识到，食品安全问题应该在国家和国际两个层面进行。目前迫切需要就食品安全问题交换日常信息，并在食品安全相关事件发生时迅速分享经验和信息。

INFOSAN is a joint program between the World Health Organization (WHO) and the Food and Agriculture Organization of the United Nations (FAO). This global network includes 181 Member States. Each has a designated INFOSAN Emergency Contact Point which manages communication between national food safety authorities.

INFOSAN是世界卫生组织（WHO）和联合国粮食及农业组织（FAO）的联合项目。这个全球网络包括181个会员国。每个机构都有一个指定的INFOSAN紧急联络点，负责管理国家食品安全当局之间的沟通。

The network aims to:

- **Promote the rapid exchange of information during food safety related events;**
- **Share information on important food safety related issues of global interest;**
- **Promote partnership and cooperation between countries;**
- **Help countries strengthen their capacity to manage food safety risks.**

该网络旨在：

- 在与食品安全有关的活动中促进信息的快速交流；
- 分享有关全球关注的重要食品安全问题的信息；
- 促进国家间的伙伴关系和合作；
- 帮助各国加强管理食品安全风险的能力。

As part of its routine activities, the INFOSAN Secretariat publishes reports in six languages and provides members with summaries and guidance on relevant food safety issues.

作为其日常活动的一部分，INFOSAN秘书处以六种语言出版报告，并向成员提供有关食品安全问题的摘要和指导。

INFOSAN helps exchange food safety information and experience among its members. It is also a useful resource for other public health organizations which recognize INFOSAN as an organization through which findings of investigations and strategies for improving food safety may be shared.

INFOSAN帮助其成员之间交流食品安全信息和经验。对于其他承认INFOSAN是一个组织的公共卫生组织来说，它也是一个有用的资源，通过它可以分享改进食品安全的调查结果和战略。

INFOSAN monitors possible international food safety related events in close cooperation with the WHO Alert and Response Operations program. INFOSAN can work with other international organizations to provide assistance

to the countries or regions with emerging food safety events of possible international concern.

INFOSAN与世卫组织警报和响应行动计划密切合作，监测可能发生的国际食品安全相关事件。INFOSAN可以与其他国际组织合作，为可能引起国际关注的新出现的食品安全事件的国家或地区提供援助。

Unit Six

Door-Knocking

敲门（已考）

Door-knocking is the most effective way of making face-to-face community contact, but it has become a lost art. With the recent focus on customer privacy, door-knocking seems like an intrusion into other people's lives. But those who try it for the first time are usually surprised by the pleasant reception they receive. Here are some suggestions that will help you promote your services face-to-face.

BEFORE YOU GO OUT

_ Begin with a door hanger

Try leaving a door hanger two days before you go door-knocking. It should briefly describe the project and say that someone will be around in person.

_ Wear an official name tag

Door-knockers should wear name tags with the logo of their organization. The best name tags will also include a color photo and the name of the caller.

_ Have people knock their own blocks

The easiest way to do door-knocking is to try your local area first. Being a neighbor creates an immediate connection with the person answering the door; after that, everything else is easy.

_ Find a good excuse to door-knock

A short survey about local concerns or a current project is a good excuse. Figure out responses for various situations. What if the person who answers the door cannot speak English? What if a child answers the door?

WHEN YOU GO OUT

_ When to go and what to do first

The best times to knock are usually Saturdays. On other days, after dinner is ideal. When someone answers the door, smile and introduce yourself; say you are a volunteer and, if it helps, state where you live. Give the name of your organization and, briefly, the reason for the visit.

_ State what action the other person should take and the benefits

Tell the person what they need to do and how their actions will benefit themselves and others. If a person hesitates, emphasize benefits you've already mentioned and then, if necessary, add further benefits. If a person agrees, follow up immediately. If possible, get a donation, a signature, or a promise.

_ Record contact information on the spot

Record names, addresses, e-mail addresses, phone numbers, and responses to questions on the spot. You won't remember them later!

敲门是最有效的方式，使面对面的社区接触，但它已成为一种失落的艺术。随着最近对顾客隐私的关注，敲门似乎是对他人生活的一种侵犯。但是那些第一次尝试的人通常会对他们受到的愉快的接待感到惊讶。这里有一些建议可以帮助你面对面地推广你的服务。

在你出去之前

_ 从门吊开始

试着在你去敲门前两天离开一个门吊。它应该简要地描述这个项目，并说有人会亲自在场。

_ 戴上正式的名牌

敲门的人应该戴上带有他们组织标志的名字标签。最好的名字标签还包括一张彩色照片和来电者的名字。

_ 让人们自食其果

敲门最简单的方法是先到你所在的地区试试。作为一个邻居，与应门的人建立了直接的联系；之后，其他一切都很容易。

_ 找个好借口敲门

一个关于当地关注点或当前项目的简短调查是一个很好的借口。找出各种情况下的反应。如果开门的人不会说英语怎么办？如果有个孩子开门怎么办？

当你出去的时候

_ 什么时候去，先做什么

敲门的最佳时间通常是星期六。在其他日子，晚餐后是理想的。当有人开门时，微笑并自我介绍；说你是一名志愿者，如果有帮助，说明你住在哪里。请提供贵公司的名称，并简要说明访问的原因。

_ 说明对方应该采取的行动和好处

告诉对方他们需要做什么，以及他们的行为会给自己和他人带来什么好处。如果一个人犹豫不决，强调你已经提到的好处，然后，如果有必要，再增加一些好处。如果有人同意，立即跟进。如果可能的话，得到一份捐款，一份签名，或者一份承诺。

_ 现场记录联系方式

当场记录姓名、地址、电子邮件地址、电话号码和对问题的回答。你以后就不记得了！

Community Service 社区服务

Community service is a service or activity which is performed by someone or a group of people for the benefit of the public or public organizations.

社区服务是一个人或一群人为了公共或公共组织的利益而进行的服务或活动。

While volunteers may provide community service, not everyone taking part in a community service program is a volunteer, because not everyone is doing it through their own choice. Sometimes people are asked to do it by:

虽然志愿者可以提供社区服务，但并不是每个参加社区服务项目的人都是志愿者，因为不是每个人都是通过自己的选择来做的。有时，人们会被要求：

- **their government, as part of a citizenship requirement instead of military service;**
- **the courts and other criminal justice punishments;**
- **their school, to meet the requirements of a class, or to meet the requirements of graduation, or, in the case of**

parents, required to provide a certain number of hours of service in order for their child to be enrolled in a school or sports team.

There are also people providing community service, but they receive some form of payment in return for their work.

他们的政府，作为公民身份要求的一部分，而不是服兵役；

•法院和其他刑事司法处罚；

•他们的学校，以满足一个班级的要求，或满足毕业的要求，或者，如果是父母，则需要提供一定数量的服务时间，以便他们的孩子进入学校或运动队。

也有人提供社区服务，但他们得到某种形式的报酬，以回报他们的工作。

Youth community service

Community service performed by young people, also known as youth service, is intended to strengthen young peoples' senses of civic engagement and community, and to help them achieve their educational, developmental and social goals.

青年社区服务

青年人从事的社区服务，又称青年服务，旨在增强青年人的公民参与意识和社区意识，帮助他们实现教育、发展和社会目标。

High school graduation

Many educational institutions in the United States require students to perform community service hours to graduate from high school. In some high schools in Washington State, for example, students must complete 60 hours of community service to receive a diploma.

高中毕业

美国许多教育机构要求学生在高中毕业前必须履行社区服务时间。例如，在华盛顿州的一些高中，学生必须完成60小时的社区服务才能拿到文凭。

Conditions条件 of participation参与

Contribution of service is a condition of enrollment登记 in some programs. Most commonly, parents may be required to serve for their child to be enrolled in a school or sports team.

参与条件

贡献服务是某些项目入学的一个条件。最常见的情况是，父母可能被要求为他们的孩子参加学校或运动队服务。

Colleges

Though technically not a requirement, many colleges make community service an unofficial requirement for acceptance. However, some colleges prefer work experience over community service, and some require that their students also participate in community service in order to graduate.

大学

虽然从技术上讲不是一项要求，但许多大学将社区服务作为一项非官方的录取要求。然而，有些大学更喜欢工作经验而不是社区服务，有些大学要求学生也要参加社区服务才能毕业。

Unit Seven

Notable Quality Management Failures 显著的质量管理失败

A Quality Management System (QMS) should clearly understand customer's requirements, and to provide good design, qualified production in an effective and efficient way.

一个质量管理体系（QMS）应该清楚地了解顾客的要求，并以有效和有效的方式提供良好的设计、合格的生产。

When the Quality Management System fails to fulfil履行 its function功能 and customer requirements are not met, customers might be upset; management and employees both might be unhappy, but its negative 负面influence is not so wide-spread. Unluckily, some Quality Management System failures do make headlines.头条

当质量管理体系不能履行其职能，顾客要求得不到满足时，顾客可能会感到不安；管理层和员工都可能不高兴，但其负面影响并没有那么大。不幸的是，一些质量管理体系的失败确实成为头条新闻。

Here are three cases of famous quality management failures:

以下是三个著名的质量管理失败案例：

3 Mile Island

The worst nuclear disaster in US history broke out at the 3 Mile Island reactor facility in eastern Pennsylvania in March 1979. Proper controls that should have been developed as part of routine safety procedures were not in place. Then the situation was made worse by human error because of the lack of proper training. The only new nuclear power stations built since that day were the ones already under construction.

三里岛

美国历史上最严重的核灾难发生在1979年3月宾夕法尼亚州东部的3英里岛反应堆设施。本应作为常规安全程序一部分制定的适当控制措施没有到位。后来由于缺乏适当的训练，人为的错误使情况变得更糟。自那一天以来，唯一建成的新核电站是已经在建的核电站。

Ford Pinto

The Ford Pinto is the most well-known and the worst disaster in the whole US automobile industry in the 1970s. Apparently the entire US auto industry decided to spend the 1970s resting on their laurels after building great cars that sold well during the sixties. Not only were many cars built in the 1970s ugly and poorly designed, they also became very unreliable after 40-50 thousand miles.

The Pinto tops the list of QMS failures because of its dangerous design faults and the questionable ethical decisions made by top management.

福特平托

福特平托是20世纪70年代美国汽车工业中最著名也是最严重的一次灾难。很明显，整个美国汽车工业在制造出60年代销量很好的好车之后，决定在20世纪70年代安享晚年。上世纪70年代制造的许多汽车不仅丑陋、设计拙劣，而且在行驶4-5万英里后变得非常不可靠。

Pinto在质量管理体系的失败中名列前茅，因为它有着危险的设计缺陷和高层管理人员做出的有问题的道德决策。

iPhone 4 iPhone4手机

Apple almost lost its dominance in the smart phone market when it became clear that it was difficult to make a call using the much expected iPhone 4. Calls were dropped suddenly and frequently causing wide spread dissatisfaction among loyal customers who had upgraded to the new model early on. Independent tests showed that touching the left side of the case at a certain spot interrupted the signal and dropped the call — not a great feature

for a handheld device mainly used to make calls.

苹果公司几乎失去了在智能手机市场的主导地位，因为人们已经清楚地意识到，使用人们期待已久的iphone4很难打电话。电话突然中断，经常引起早期升级到新机型的忠实客户的广泛不满。独立测试表明，在某个地方触摸手机壳的左侧会中断信号并导致通话中断，这对于主要用于拨打电话的手持设备来说并不是一个很好的功能。

Meanwhile Apple continued to deny or minimize the problem. As the problem continued to make news headlines, Apple eventually agreed to a “voluntary” recall to correct the problem.

与此同时，苹果继续否认或尽量减少这个问题。随着这一问题继续成为新闻头条，苹果最终同意“自愿”召回以纠正问题。

All of the above famous quality management failures could probably have been prevented if the principles of a fully functioning quality management system had been in place.

如果有一个功能完善的质量管理体系的原则，上述所有著名的质量管理失败都可能被避免。

The History of Quality Control

质量控制的历史（已考）

Quality control is a series of activities that ensure and improve the quality of products and services.

The term “quality control” came into common use in the 1950s because of W. Edward Deming.

His “Fourteen Points” have become the bible for quality control specialists. When the post-war world returned to regular manufacturing, Deming said that inspecting product quality after they were made was unacceptable. Instead, he proposed a process known as “statistical quality control”. It would use closely monitored performance measures to control quality while a product was being made. The goal of statistical quality control was to gather data that would allow for the constant improvement of manufacturing processes. This would in turn improve quality control.

Another important principle of Deming’s beliefs was that upper management should be responsible for quality failures. He strongly believed that it was possible for the workers to work hard to produce the highest quality products if they were given the right tools and working environment.

In Deming’s own words, “the basic cause of sickness in American industry and the resulting unemployment is a failure of top management to manage.” He believed that strong leadership led to a motivated work force.

If strong leadership is the term for managers in a quality environment, then empowerment is the key concept for workers in Deming’s system. Improved education and training are key factors in reaching employees and making them believe that their increased participation in the work process is an essential part of improving quality.

Involvement, participation, and teamwork are seen as absolute “must haves” if a quality workplace is to be created.

The Japanese were the first to use Deming’s Fourteen Points, and made great success. As an example, one Japanese factory doubled production in just one year and was expecting to gain an additional 25 percent improvement the following year, with no increase in the amount of working hours. All this happened as a result of simply improving quality. It was in the late 1970s that American manufacturing factories realized that quality control was a significant issue. By that time, Japanese firms such as Honda and Sony were taking over large portions of the American consumer market while it took most American firms until the 1990s to put quality control practices in place.

质量控制是保证和改进产品和服务质量的一系列活动。

“质量控制”一词在20世纪50年代因W.Edward Deming而被广泛使用。

他的“十四点”已经成为质量控制专家的圣经。当战后世界恢复正常生产时，戴明说，在产品制造后检查产品质量是不可接受的。相反，他提出了一个被称为“统计质量控制”的过程。它将使用严密监控的性能指标来控制产品生产过程中的质量。统计质量控制的目标是收集数据，以便不断改进制造工艺。这将反过来改善质量控制。

戴明信仰的另一个重要原则是，上层管理者应该对质量失败负责。他坚信，如果给工人们合适的工具和工作环境，他们有可能努力工作，生产出最高质量的产品。

用戴明自己的话来说，“美国工业的疾病和由此产生的失业的根本原因是高层管理人员管理不善。他认为，强有力的领导才能产生一支积极的工作队伍。

如果说强领导是质量环境中管理者的术语，那么授权是戴明系统中工人的关键概念。改善教育和培训是影响员工的关键因素，并使他们相信他们更多地参与工作过程是提高质量的重要部分。如果要创建一个高质量的工作场所，参与、参与和团队合作被视为绝对的“必备品”。

日本人首先运用了德明的十四点，并取得了很大的成功。例如，一家日本工厂在短短一年内将产量翻了一番，并期望在第二年获得额外的25%的改进，而工时却没有增加。这一切的发生仅仅是为了提高质量。20世纪70年代末，美国制造工厂意识到质量控制是一个重要问题。那时，本田和索尼等日本公司占据了美国消费市场的大部分份额，而大多数美国公司直到上世纪90年代才开始实施质量控制。

Unit Eight

Ebola Surge — 2014

2014年埃博拉疫情激增（已考）

The 2014 Ebola outbreak is the largest in history and the first Ebola outbreak in West Africa.

Although the current epidemic does not cause a significant risk to other nations, many countries, including

China and the United States of America, have actually been working closely with the Ebola hit states. For example, the US Centers for Disease Control and Prevention (CDC) is taking precautions at home besides its activities abroad.

CDC's team of "virus hunters" is supported by specialized public health teams both in West Africa and at the CDC Atlanta headquarters. Together, they offer continuous support to save lives and protect people. CDC works closely with a number of US government agencies, national and international partners. CDC's experience of working with Ebola is important to the World Health Organization's growing West Africa Ebola response.

On Sept. 2, 2014, CDC Director, Tom Frieden called for more international partners to join this effort. "The sooner the world comes together to help West Africa, the safer we all will be. We know how to stop this outbreak. There is a window of opportunity to do so — the challenge is to scale up the massive response needed to stop this outbreak."

CDC's response to Ebola is the largest international outbreak response in CDC's history with over 100 disease specialists on the ground in West Africa, supported by hundreds of public health emergency response experts stateside, activated at Level 1, its highest level, because of the significance of this outbreak.

The CDC supports affected countries to establish Emergency Operations Centers at national and local levels and helps countries track the epidemic including using real-time data to improve realtime response.

Efforts in West Africa to identify those infected and track people who have come into contact with them are improving. The CDC is operating and supporting labs in the region to improve diagnosis and testing samples from people with suspected Ebola from around the world.

Local health care systems are strengthened through communication, coordination with partners and training on infection control for health care workers and safe patient treatment.

2014年埃博拉疫情是历史上规模最大的一次，也是西非首次爆发埃博拉疫情。

尽管目前的疫情并没有给其他国家造成重大风险，但包括中国和美利坚合众国在内的许多国家实际上一直在与埃博拉疫情严重的国家密切合作。例如，美国疾病控制和预防中心（CDC）除了在国外开展活动外，还在国内采取预防措施。

疾控中心的“病毒搜寻者”小组得到了西非和亚特兰大疾病控制中心总部的专业公共卫生小组的支持。它们共同为拯救生命和保护人民提供持续的支持。疾病预防控制中心与许多美国政府机构、国家和国际合作伙伴密切合作。疾控中心与埃博拉合作的经验对世界卫生组织日益加强的西非埃博拉应对措施非常重要。

2014年9月2日，疾病预防控制中心主任汤姆·弗里登（Tom Frieden）呼吁更多国际合作伙伴加入这一努力。“世界越早团结起来帮助西非，我们大家就越安全。我们知道如何阻止这次爆发。这是一个这样做的机会之窗——

挑战是扩大必要的大规模应对措施，以阻止疫情的爆发。”

CDC对埃博拉的反应是CDC历史上最大的国际疫情应对措施，在西非有100多名疾病专家，在美国数百名公共卫生应急专家的支持下，启动了最高级别的1级，因为这次疫情的重要性。

疾病预防控制中心支持受影响国家在国家和地方各级建立紧急行动中心，并帮助各国跟踪疫情，包括利用实时数据改进实时反应。

西非查明感染者并追踪与他们接触的人的努力正在改善。疾控中心正在该地区运营和支持实验室，以改进来自世界各地的疑似埃博拉病毒患者的诊断和检测样本。

通过与合作伙伴的沟通、协调以及对卫生保健工作者的感染控制和安全病人治疗的培训，加强了地方卫生保健系统。

How to Prepare an Emergency Response Plan for Your Workplace

如何为你的工作场所准备一份应急计划

Emergencies and disasters can occur any time without warning. The more you are prepared for them, the better you will be able to act, reducing panic and confusion when an emergency occurs.

紧急情况 and 灾难随时可能发生而没有任何警告。你对他们做的准备越多，你就越能采取行动，减少紧急情况发生时的恐慌和混乱。

Emergency response plans (ERPs) are intended to provide clear and effective steps for managing an emergency. An ERP should deal with a variety of issues including evacuation of buildings, communication with local emergency services and the general public, individual roles and responsibilities during an emergency, and supplies and materials that may be needed.

应急响应计划 (ERP) 旨在为管理紧急情况提供清晰有效的步骤。企业资源规划应处理各种问题，包括建筑物的疏散、与当地应急服务部门和公众的沟通、紧急情况下个人的作用和责任以及可能需要的物资和物资。

Follow these basic guidelines to develop an effective ERP for your workplace:

遵循以下基本准则为您的工作场所开发有效的ERP:

- **Determine when an evacuation would be necessary.**
- 确定何时需要疏散。

Choose primary and secondary evacuation routes and emergency exits. Make sure they are clearly marked and well lit. Post signs.

- 选择主要和次要疏散路线和紧急出口。确保它们有清楚的标记和良好的照明。张贴标牌。

Install emergency lighting in case a power cut occurs during an evacuation.

-
- 安装应急照明，以防在疏散过程中停电。

Ensure that evacuation routes and emergency exits are wide enough for people to be evacuated, clear at all times, and unlikely to expose evacuating people to additional hazards.

- 确保疏散路线和紧急出口足够宽，以便疏散人员，随时保持畅通，并且不可能使疏散人员面临其他危险。

Coordinate your plan with the local emergency management office.

- 与当地应急管理办公室协调您的计划。

Choose “evacuation wardens” who will help others during an evacuation and account for employees.

- 选择在疏散过程中帮助他人并对员工进行说明的“疏散管理员”。

Establish specific evacuation procedures. This includes a sample ERP to give you a better idea of what your procedures should include.

- 制定具体的疏散程序。这包括一个ERP示例，让您更好地了解您的程序应该包括哪些内容。

Establish a system for accounting for evacuated employees.

建立疏散员工的会计制度。

Hold emergency drills at least once a year to ensure that employees know what to do in an emergency and to test the effectiveness of emergency exit routes and procedures. Keep records of such drills.

每年至少举行一次应急演练，确保员工知道在紧急情况下该怎么做，并测试紧急出口路线和程序的有效性。做好此类演习的记录。

- **Consider the transportation needs of employees.**

考虑员工的交通需求。

Post evacuation procedures where employees can read them.

员工可以阅读的疏散后程序。

Establish procedures for helping people with disabilities and people who do not speak your local language.

建立帮助残疾人和不会说当地语言的人的程序。

Consider how you could quickly get important personal information about employees in an emergency (for example, contact numbers for their home, next-of-kin, or special medical conditions).

考虑如何在紧急情况下快速获取有关员工的重要个人信息（例如，其家庭、近亲或特殊医疗状况的联系电话）。

管理4

unit one

Five Basic Functions That Make up the Management Process 管理过程的五个基本功能

In 1916, a French coal mine director named Henri Fayol wrote a book entitled *Administration Industrielle et Generale*, which set forth five distinct functions of managing that Fayol insisted were applicable in any industry. In the 1950's, management textbooks began to incorporate some of Fayol's ideas into their content, and today, management courses still use many of his ideas to teach management to business students.

Planning

Planning involves deciding where to take a company and selecting steps to get there. It first requires managers to be aware of challenges facing their businesses, and then it requires managers to forecast future business and economic conditions. They then formulate objectives to reach by certain deadlines and decide on steps to reach them. They re-evaluate their plans as conditions change and make adjustments as necessary.

Organizing

Managers organize by bringing together physical, human and financial resources to achieve objectives. They identify activities to be accomplished, classify activities, assign activities to groups or individuals, create responsibilities and delegate authority. They then coordinate everything so operations run smoothly.

Leading

Leading requires managers to motivate employees to achieve business objectives and goals. It requires the use of authority to achieve those ends as well as the ability to communicate effectively. Effective leaders can influence their personnel to view situations from their perspectives. Leading also involves supervision of employees and their work.

Controlling

Controlling involves measuring achievement against established objectives and goals. It also requires managers to be able to identify sources of deviation from successful accomplishment and to provide a corrective course of action. Managers first establish objectives and goals, then measure achievements, identify anything that is keeping the company from achieving their objectives and goals, and provide means of correction if necessary.

Staffing

Without human resources, no organization can get off the ground, let alone do business and make profits. Some distinct features of the staffing function are:

- It puts the right man in the right job.
- It is an ongoing activity. As employees keep leaving and joining the company, they also retire from time to time leaving empty places in various positions.
- Efficiency is a prime focus of this function. As managing people is the toughest job, everything must be

accounted for, leaves, payments, benefits, medical allowances, social security accounting and much more.

1916年，一位名叫亨利·法约尔（Henri Fayol）的法国煤矿厂长写了一本书，书中阐述了法约尔坚持认为适用于任何行业的五种不同的管理职能。20世纪50年代，管理学教科书开始将法约尔的一些思想融入到其内容中，而今天，管理课程仍然使用他的许多理念来教授商业学生管理。

计划

计划包括决定把一家公司带到哪里，并选择实现目标的步骤。它首先要求管理者意识到企业面临的挑战，然后要求管理者预测未来的业务和经济状况。然后，他们制定在特定期限内达到的目标，并决定实现这些目标的步骤。他们会根据情况的变化重新评估他们的计划，并在必要时做出调整。

组织

管理者通过汇集物质、人力和财力资源来实现目标。他们确定要完成的活动，对活动进行分类，将活动分配给小组或个人，创建职责并授权。然后他们协调一切，使运作顺利进行。

领先

领导要求管理者激励员工实现业务目标。它需要使用权威来达到这些目的，以及有效沟通的能力。有效的领导者可以影响他们的员工从他们的角度来看待情况。领导还包括对员工及其工作的监督。

控制

控制包括根据既定的目标和目标来衡量成就。它还要求管理者能够识别偏离成功成就的根源，并提供纠正措施。管理者首先确定目标和目标，然后衡量业绩，找出阻碍公司实现其目标和目标的任何因素，并在必要时提供纠正方法。

人员配备

没有人力资源，任何组织都无法起步，更谈不上经商和盈利。人员配置职能的一些显著特点是：

- 让合适的人找到合适的工作。
- 这是一项持续的活动。随着员工不断离开和加入公司，他们也时不时地在各种职位上留下空缺。
- 效率是该职能的首要重点。因为管理人员是最困难的工作，所有的事情都必须算清，休假、工资、福利、医疗津贴、社保会计等等。

Task 6

Who Killed Nokia? 谁杀了诺基亚？

Nokia executives attempted to explain its fall from the top of the smartphone pyramid with three factors: 1) that Nokia was technically inferior to Apple, 2) that the company was complacent and 3) that its leaders didn't see the disruptive iPhone coming.

It has also been argued that it was none of the above. Nokia lost the smartphone battle because of divergent shared fears among the company's middle and top managers which led to company-wide inertia that left it powerless to respond to Apple's game.

Based on the findings of an in-depth investigation and 76 interviews with top and middle managers, engineers and external experts, the researchers discovered a culture of fear due to temperamental leaders and that frightened middle managers were scared of telling the truth.

The fear that froze the company came from two places. First, the company's top managers had a terrifying reputation. Some members of Nokia's board and top management were described as "extremely temperamental" and they regularly shouted at people "at the top of their lungs". It was very difficult to tell them things they didn't want to hear. Second, top managers were afraid of the external environment and not meeting their quarterly targets, which also impacted how they treated middle managers.

Top managers thus made middle managers afraid of disappointing them. Middle managers were told that they were not ambitious enough to meet top managers' goals.

Fearing the reactions of top managers, middle managers remained silent or provided optimistic, filtered information. Thus, middle managers directly lied to top management.

What was worse, a culture of status inside Nokia made everyone want to hold onto vested power for fear of resources being allocated elsewhere if they delivered bad news or showed that they were not bold or ambitious enough to undertake challenging assignments.

Beyond verbal pressure, top managers also applied pressure for faster performance in personnel selection. This led middle managers to over promise and under deliver. One middle manager told us that "you can get resources by promising something earlier, or promising a lot. It's sales work".

While modest fear might be healthy for motivation, abusing it can be like overusing a drug, which risks generating harmful side effects. To reduce this risk, leaders should coordinate with the varied emotions of the staff. Nokia's top managers should have encouraged safe dialog, internal coordination and feedback to understand the true emotion in the organization.

诺基亚高管试图用三个因素来解释它从智能手机金字塔顶端的坠落：1) 诺基亚在技术上不如苹果，2) 该公司自满，3) 其领导人没有看到破坏性的iPhone出现。

也有人认为，这不是上述情况。诺基亚在智能手机之战中败北，是因为公司中高层管理人员之间存在着分歧的担忧，这导致了整个公司的惰性，使得它无力应对苹果的游戏。

根据一项深入调查的结果，以及对高层和中层管理人员、工程师和外部专家的76次采访，研究人员发现了一种由于喜怒无常的领导者而产生的恐惧文化，害怕的中层管理人员害怕说出真相。

使公司停滞不前的恐惧来自两个方面。首先，该公司的高层管理人员有着可怕的名声。诺基亚董事会和高层管理层的一些成员被形容为“性情极其暴躁”，他们经常“声嘶力竭”地对人大喊大叫。很难告诉他们他们不想听的话。其次，高层管理人员害怕外部环境，无法完成季度目标，这也影响了他们对待中层管理人员的方式。

因此，高层管理者让中层管理者害怕让他们失望。中层管理者被告知，他们没有足够的雄心壮志去实现高层管理者的目标。

由于害怕高层管理者的反应，中层管理者保持沉默，或者提供乐观的、经过过滤的信息。因此，中层管理者直接对高层管理者撒谎。

更糟糕的是，诺基亚内部的地位文化让每个人都想保住既得利益，因为如果他们发布了坏消息，或者显示出他们没有足够的勇气和雄心壮志去承担具有挑战性的任务，他们就会担心资源会被分配到其他地方。

除了口头上的压力，高层管理人员还施加压力，要求在人事选择方面取得更快的业绩。这导致中层管理者承诺过多，业绩不佳。一位中层管理者告诉我们，“你可以通过提前做出承诺，或者承诺很多来获得资源。这是销售工作。

虽然适度的恐惧可能对动机有益，但滥用它就像过度使用药物，有产生有害副作用的风险。领导要降低员工的各种情绪，要与之协调。诺基亚的高层管理人员应该鼓励安全对话、内部协调和反馈，以了解公司的真实情感。

Unit Two

Task 5

Habits of Highly Effective Communicators 高效沟通者的习惯

It's no secret that good leaders are also good communicators. Indeed, communication and leadership are inextricably tied. How can you inspire or guide others if you don't communicate in a clear, credible and authentic way? Here are five essential communication practices of effective leaders:

1. Mind the say-do gap

Trust is the bedrock of effective leadership — your behavior is your single greatest mode of communication, and it must be congruent with what you say. If your actions don't align with your words, you are storing up trouble for the future.

2. Make the complex simple

Effective leaders distill complex thoughts and strategies into simple, memorable terms that colleagues and customers can grasp and act upon. The most important thing is to clarify what you want to say, look out for technical

jargon and avoid business speak, which add complexity. Say what you mean in as few words as possible.

3. Find your own voice

Use language that's distinctly your own; let your values come through in your communication.

Correct use of language and grammar is important, of course, but don't become overly fixated on eloquence for eloquence's sake; concentrate on being distinct and real. People want real, people respect real, people follow real.

4. Be visible

Visibility is about letting your key stakeholders get a feel for who you are and what you care about. Don't hide behind a computer and only interact with people electronically — see them face to face and voice to voice, and interact with them in a real, substantial way. In today's environment, where people are often burned out, it's important for employees to have a personal connection with you and the work you believe in. Show the people who work for you that you're engaged and you care about them and their work.

5. Listen with your eyes as well as your ears

Effective communication is a two-way process, and good leaders know how to ask good questions, and then listen with both their eyes and their ears. Because you are in a position of authority, others may be reluctant to express their real opinions to you directly. You won't always get direct feedback, so you also need to be able to read between the lines and look for the non-verbal cues.

好的领导者也是善于沟通的人，这已经不是什么秘密了。事实上，沟通和领导是密不可分的。如果你不以清晰、可信和真实的方式交流，你怎么能激励或引导他人呢？以下是有效领导者的五种基本沟通方法：

1 注意说做的间隙

信任是有效领导的基石——你的行为是你唯一最好的沟通方式，它必须与你所说的一致。如果你的行为与你的言行不一致，那你就是在为将来积攒麻烦。

2 使复杂变得简单

有效的领导者将复杂的想法和策略提炼成简单、令人难忘的术语，让同事和客户能够掌握并采取行动。最重要的是要弄清楚你想说什么，注意技术术语，避免商业用语，这会增加复杂性。尽可能少说你的意思。

三。找到你自己的声音

使用明显属于你自己的语言；让你的价值观在你的交流中体现出来。

当然，语言和语法的正确使用很重要，但不要为了雄辩而过分关注雄辩；要专注于与众不同和真实。人们想要真实，人们尊重真实，人们追随真实。

4 可见

可见性就是让你的关键利益相关者了解你是谁，你关心什么。不要躲在电脑后面，只与人进行电子互动——面对面、语音交流，以真实、真实的方式与他们互动。在当今的环境中，员工常常精疲力竭，因此与你和你所信仰的工作保持个人联系是很重要的。让为你工作的人知道你已经订婚了，你关心他们和他们的工作。

5用你的眼睛和耳朵去听

有效的沟通是一个双向的过程，好的领导者知道如何提出好的问题，然后用眼睛和耳朵倾听。因为你处于一个权威的位置，其他人可能不愿意直接向你表达他们的真实意见。你不可能总是得到直接的反馈，所以你还能够读懂字里行间的意义，寻找非语言的暗示。

Task 6

Communication Failure 通讯故障

The meaning of “communication” goes a lot deeper than people often think. Communication is about conceiving, sending, receiving, and interpreting messages as well as confirming reception of these messages. A failure at any point in this chain can result in ineffective communication.

Ineffective communication can be disastrous. There is a famous story of a British Army Commander who sent the message “Send reinforcements, we’re going to advance” back to his Command Center, through a long chain of subordinates. When the message finally reached the Command Center, it had become “Send three and four pence, we’re going to a dance”. The reinforcements never arrived.

You can demonstrate this same principle, although on a less dramatic scale, by trying to play Chinese Whispers with more than 20 people. It is highly unlikely the same message you started with will be the one you end with.

In a business, there are three main types of communication failure. Each has its own indicative signs.

- The first type is known as allocative failure. This occurs when a firm is not gathering enough intelligence about its market or (most often), the information is not reaching the right points. The firm will not be allocating resources in step with the shifts in demand. If demand is rising but the firm is suffering from allocative communication failure, then stocks will fall and there will be understaffing.

If the inverse happens, there will be a surplus of stocks and overstaffing.

- The second type is executive failure, where communication to trigger specific events / actions is either late, lacking or in error. The symptoms of this are a general loss of direction in the company or departments, a loss of coordination and an increase in complaints from customers as things happen late or not at all.

- The final type is human failure. This occurs when the general culture of a business or the relationships

between particular individuals or departments do not foster effective communication.

This leads to alienated staff, an increase in staff turnover, an increase in absenteeism and general frustration among staff. Creativity, especially that which takes place across departmental boundaries, is likely to suffer hugely as team synergy slips.

“沟通”的含义比人们通常想象的要深刻得多。沟通是关于构思、发送、接收和解释信息以及确认这些信息的接收。此链中任何一点的故障都可能导致无效的通信。

无效的沟通可能是灾难性的。有一个著名的故事，一位英国陆军指挥官通过一长串下属，把“派遣援军，我们要前进”的信息传回他的指挥中心。当信息最终到达指挥中心时，它变成了“寄三四便士，我们去跳舞”。增援部队一直没有到达。

你可以通过尝试和20多个人玩中文耳语来证明同样的原理，尽管规模不大。你开始时所传达的信息不太可能是你结束时的信息。

在企业中，主要有三种类型的通信故障。每一个都有自己的指示符号。

- 第一种类型被称为分配失败。当一家公司没有收集到足够的市场情报，或者（通常）信息没有到达正确的位置时，就会出现这种情况。该公司将不会随着需求的变化而配置资源。如果需求在上升，但该公司正遭受配置沟通失灵的困扰，那么股市就会下跌，人手不足。

如果出现相反的情况，就会出现库存过剩和人浮于事。

- 第二种类型是执行失败，即触发特定事件/行动的沟通延迟、缺乏或错误。这种情况的症状是公司或部门普遍失去方向感，失去协调，以及由于事情发生晚了或根本没有发生，客户投诉增加。

- 最后一种类型是人为失误。当企业的一般文化或特定个人或部门之间的关系不能促进有效沟通时，就会出现这种情况。

这导致工作人员疏远，工作人员更替率增加，缺勤增加，工作人员普遍感到沮丧。创造力，尤其是跨部门的创造力，很可能会因为团队协同效应的下降而遭受巨大的损失。

Unit Three

Task 5

A Teamwork Game 团队合作游戏

A team of about 35 employees had come together for a team building event. They were a young, bright and enthusiastic team. However, one of their chief problems was the fact that they wouldn't share information or solutions with each other, and the team leader thought they were too focused on themselves and not on the team. As a

result, she brought them all into the cafeteria. All of the tables and chairs had been stored away, and fun decorations and hundreds of different colored balloons had been placed around the room.

In the center of the room was a big box of balloons that hadn't been blown up yet. The team leader instructed everybody to pick a balloon, blow it up, and write their name on it, but they had to be careful not to burst the balloon. Although they were given a second chance if their first balloon popped, they were out of the game the second time round. In the end, about 30 team members wrote their names without their balloons popping. They were then asked to leave the room and, after five minutes, the team leader brought them back in and asked them to find the balloon with their name on it amongst the hundreds of other balloons in the room. After 15 minutes of searching, no one had found their balloon, and the team were told that they were then going to move on to the third round of the activity.

In this round, each team member was instructed to find any balloon with a name on it and then give that balloon to the person whose name was on it. Within two minutes, everybody had their own balloon. The team leader summarized the activity thus: "We are much more efficient when we are willing to share with each other and much better at problem solving when we are working together, not individually."

Sometimes, members of teams create obstacles by focusing solely on their own pursuits and goals. Every member of the team should ask themselves on a regular basis what they are doing and what they can do for the team.

一个由35名员工组成的团队聚集在一起参加团队建设活动。他们是一支年轻、聪明、热情的队伍。然而，他们的一个主要问题是他们不愿意彼此分享信息或解决方案，而且团队领导认为他们太专注于自己而不是团队。结果，她把他们都带进了自助餐厅。所有的桌椅都被收起来了，有趣的装饰品和数百个不同颜色的气球被放在房间的周围。

房间中央有一大箱气球，还没有被吹起来。队长命令每个人摘一个气球，把它吹起来，并在上面写上他们的名字，但是他们必须小心不要把气球炸开。虽然如果他们的第一个气球爆炸，他们有第二次机会，但第二次他们就退出了比赛。最后，大约30名队员在没有气球爆裂的情况下写下了自己的名字。然后，他们被要求离开房间，五分钟后，队长把他们带回来，让他们在房间里的数百个气球中找到写有他们名字的气球。经过15分钟的搜寻，没有人找到他们的气球，小组被告知他们将继续进行第三轮活动。

在这一轮中，每个小组成员都被要求找到任何上面有名字的气球，然后把气球交给上面有名字的人。不到两分钟，每个人都有了自已的气球。因此，当我们在一起工作时，我们不愿意和其他人一起解决问题

有时，团队成员只关注自己的追求和目标，从而制造障碍。团队中的每个成员都应该定期问自己他们在做什么，他们能为团队做些什么。

Task 6

Tips for Team Building 团队建设小贴士

When you think of team building, do you immediately picture your group off at a resort playing games or hanging from ropes? Traditionally, many organizations approach team building in this way but, then, they wonder why that wonderful sense of teamwork that had been displayed at the retreat or the seminar fails to impact long term beliefs and actions back at work.

I'm not averse to retreats, planning sessions, seminars and team building activities — in fact I lead them — but they have to form part of a much larger teamwork effort. You will not build teamwork by “retreating” as a group for a couple of days each year, instead you need to think of team building as something you do every single day.

- Form teams to solve real work issues and to improve real work processes. Provide training in systematic methods so the team expends its energy on the project, not on trying to work out how to work together as a team to approach the problem.

- Hold department meetings to review projects and progress, to obtain broad input, and to coordinate shared work processes. If there is friction between team members, examine the work processes they mutually own — the problem is not usually their personalities; instead, it is often the fact that the team members haven't agreed on how they will deliver a product or service, or the steps required to get something done.

- Build fun and shared occasions into the organization's agenda — hold pot luck lunches, take the team to a sporting event, sponsor dinners at a local restaurant, go hiking or go to an amusement park. Hold a monthly company meeting, sponsor sports teams and encourage cheering team fans.

- Use ice breakers and teamwork exercises at meetings — these help team members get to know each other, share details about each others lives, and have a laugh together.

- Celebrate team successes publicly. There are many ways you could do this, for instance by buying everyone the same T-shirt or hat, putting team member names in a draw for company merchandise and gift certificates. The only thing limiting you is your imagination.

If you do the types of teamwork building listed above, you'll be amazed at the progress you will make in creating a teamwork culture, a culture that enables individuals to contribute more than they ever thought possible — together.

当你想到团队建设时，你是否会立刻想象你的团队在度假胜地玩游戏或吊在绳子上？传统上，许多组织以这种方式进行团队建设，但是，他们想知道为什么在务虚会或研讨会上展示的那种奇妙的团队合作意识，却没有影响到

工作中的长期信念和行动。

我并不反对静修、计划会议、研讨会和团队建设活动——事实上我领导他们——但他们必须成为更大团队努力的一部分。你不会通过每年几天的集体“撤退”来建立团队合作，相反，你需要把团队建设看作是你每天都在做的事情。

- 组建团队解决实际工作问题并改进实际工作流程。提供系统化方法方面的培训，这样团队就可以把精力花在项目上，而不是试图找出如何作为一个团队一起工作来解决问题。

- 召开部门会议，审查项目和进度，获得广泛的投入，并协调共享的工作流程。如果团队成员之间存在摩擦，请检查他们共同拥有的工作流程-问题通常不是他们的个性；相反，通常是团队成员没有就他们将如何交付产品或服务或完成某件事所需的步骤达成一致。

- 在组织的日程安排中增加有趣和共享的场合——举办便当午餐、带团队参加体育活动、赞助当地餐厅的晚餐、远足或游乐园。每月召开公司例会，赞助运动队，鼓励啦啦队球迷。

- 在会议上使用破冰和团队合作练习-这些有助于团队成员相互了解，分享彼此生活的细节，并一起欢笑。

- 公开庆祝团队成功。有很多方法可以做到这一点，比如给每个人买同样的T恤或帽子，在抽签中写上团队成员的名字，以获得公司商品和礼品券。唯一限制你的就是你的想象力。

如果你做了上面列出的团队建设类型，你会惊讶于你在创建团队文化方面所取得的进步，这种文化使个人能够比他们想象的更大的贡献——一起。

Unit Four

第四单元

Task 5

任务5

How Google Continues to Keep Employees Happy

谷歌如何继续让员工开心（已考）

Working for Google is a dream of many, not just because of what this company has achieved in the last 15 years, but because of its enviable work culture. With about 37,000 employees in 40 countries, you might wonder how Google maintains a motivating work experience throughout its entire company.

为谷歌工作是很多人的梦想，这不仅仅是因为这家公司在过去15年里取得的成就，还因为它令人羡慕的工作文化。谷歌在40个国家拥有约3.7万名员工，你可能会想知道，谷歌是如何在整个公司中保持激励人心的工作体验的。

Working for Google comes with perks that most other organizations can't provide — bowling alleys, free haircuts, gym memberships, and shuttles to and from work. The company's secret to success is putting the same amount of time and effort into keeping employees happy as it does into innovating products.

为谷歌工作带来了其他大多数机构无法提供的福利——保龄球馆、免费理发、健身房会员资格以及往返工作的班车。这家公司成功的秘诀是把同样多的时间和精力投入到让员工满意上，就像投入到创新产品上一样。

Back when the company was just a start-up, co-founders Larry Page and Sergey Brin had the goal of making Google a place the most talented people wanted to work at. Their idea was simple:

早在谷歌还只是一个初创企业的时候，联合创始人拉里·佩奇和谢尔盖·布林的目标是让谷歌成为最有才华的人最想工作的地方。他们的想法很简单：

creating a work culture that keeps employees happy, will motivate them to do their best, and will keep them loyal to the company.

创造一种能让员工开心的工作文化，能激励他们尽力而为，并能让他们对公司忠诚。

"It's less about the aspiration to be No. 1 in the world, and more that we want our employees and future ones to love it here, because that's what's going to make us successful," said Karen May, the Vice President of People Development at Google.

谷歌负责人力资源开发的副总裁凯伦·梅（Karen May）说：“这与其说是想成为世界第一，倒不如说我们希望我们的员工和未来的员工都喜欢这里，因为这才是我们成功的原因。”。

Google also makes its employees want to work because managers provide tasks that are inspiring and challenging. Every employee at Google has the opportunity to spend 20% of his or her working time on a project they choose. This freedom takes employees out of their routine and away from the mundane tasks that often make workers feel uninspired about their jobs.

谷歌也让员工愿意工作，因为经理们提供的任务既鼓舞人心又富有挑战性。谷歌的每一位员工都有机会将其20%的工作时间花在他们选择的项目上。这种自由让员工从日常工作中脱离出来，远离那些经常让员工对自己的工作缺乏信心的平凡工作。

Lastly, Google shows each employee just how important he or she is to the company. Each employee, regardless of his / her spot on the totem pole, has an influence on how Google performs.

最后，谷歌向每位员工展示了他或她对公司的重要性。每个员工，不管他/她在图腾柱上的位置如何，都会对谷歌的表现产生影响。

"If you value people, and care about them as whole people, one thing you do is give them a voice, and you really

listen,” May said.

梅说：“如果你重视人，把他们当作一个整体来关心，你要做的一件事就是给他们一个声音，你要认真倾听。”。

Google does just that by hosting employee forums every Friday, where they discuss the 20 most asked questions.

Employees have access to all company information, adding a sense of trust, and employees and leaders work together to solve problems.

谷歌就是这样做的，每周五都会举办员工论坛，讨论20个被问最多的问题。员工可以访问所有公司信息，增加信任感，员工和领导一起解决问题。

Task 6

任务6

The Right Way to Motivate Employees

激励员工的正确方法

It’s important for a CEO to be passionate and enthusiastic, but there’s a line of professionalism that must always be maintained.

对于一个CEO来说，充满激情和热情是很重要的，但必须始终保持职业精神。

According to a report from the technology website VentureBeat, PayPal CEO David Marcus wrote a critical letter to his employees blaming them for not using PayPal products and encouraging them to leave if they didn’t have the passion to use the products they work for.

根据科技网站VentureBeat的报道，贝宝CEO大卫·马库斯（David Marcus）给员工写了一封批评信，指责员工没有使用贝宝产品的行为，并鼓励员工如果没有热情使用自己工作的产品，就离职。

According to the website, part of the leaked letter reads:

据该网站称，泄露的信件部分内容如下：

“It’s been brought to my attention that when testing paying with mobile at Cafe 17 last week, some of you refused to install the PayPal app, and others didn’t even remember their PayPal passwords. That’s unacceptable to me, and the rest of my team; everyone at PayPal should use our products when available. That’s the only way we can make them better, and better.”

“我注意到，上周在17号咖啡厅测试手机支付时，有些人拒绝安装PayPal应用程序，有些人甚至不记得自己的PayPal密码。这对我我和我的团队成员来说都是不可接受的；贝宝的每个人都应该在有货的时候使用我们的产品。只有这样，我们才能让他们越来越好。”

“In closing, if you are one of the folks who refused to install the PayPal app or if you can’t remember your PayPal password, do yourself a favor, go and find something that will connect with your heart and mind elsewhere.”

“最后，如果你是拒绝安装PayPal应用程序的人之一，或者你不记得你的PayPal密码，那就帮你自己一个忙，去其他地方找一些能让你的心灵与心灵相连的东西。”

While not obvious at first, the letter reveals a problem of morale and culture at PayPal. As an executive, you certainly want your employees to use and promote your products. However, when faced with a situation where staff aren’t embracing what they make, you need to investigate the root of the problem — not threaten.

虽然一开始并不明显，但这封信揭示了贝宝的士气和文化问题。作为一名高管，你当然希望你的员工使用和推广你的产品。然而，当员工不接受他们的产品时，你需要调查问题的根源，而不是威胁。

When faced with internal problems, good executives start by asking “why”. They reach out to their executive team first and then to the entire staff to find the root of a problem and how to fix it.

当面临内部问题时，优秀的管理者首先要问“为什么”。他们首先联系他们的执行团队，然后联系全体员工，以找出问题的根源以及如何解决问题。

Sending out a one-sided note about the problem is not leading; it’s retreating.

对这个问题发出片面的评论并不是在引导，而是在后退。

Leadership starts by listening. Good executives need to get out among the staff and ask questions and listen without judgment or reaction. The fact that company employees are not embracing and using its products is a failure of leadership that Marcus needs to address by self-reflection. At the end of the day, if his employees have to be forced to use the app, how can he expect consumers to want to willingly pay to use it? Marcus should have focused on three questions:

领导从倾听开始。优秀的管理者需要走出去，在员工中提问，倾听，不带任何判断或反应。事实上，公司员工没有接受和使用它的产品，这是一种领导力的失败，马库斯需要通过自我反省来解决这个问题。归根结底，如果他的员工不得不被迫使用这个应用程序，他怎么能指望消费者愿意付钱使用它呢？马库斯本应关注三个问题：

- **Why are you not using the app?**
- 为什么不使用该应用程序？
- **What is it that we can do to ensure you use our app?**
- 我们可以做些什么来确保您使用我们的应用程序？
- **What do you need from me?**
- 你需要我做什么？

Unit Five

第五单元

Task 5

任务5

Performance Management and Performance Appraisal

绩效管理 with 绩效考核

Performance management aims to acknowledge the employees' achievements, support their personal and professional development, and motivate and empower them to perform their work effectively. Performance management helps employees to develop their understanding, knowledge and skills so that they can contribute to the achievement of the enterprise's goals and gain personal and job satisfaction. It is a vital part of any quality human resource system.

绩效管理的目的是认可员工的成就，支持员工的个人和专业发展，激励和授权员工有效地开展工作。绩效管理帮助员工发展他们的理解力、知识和技能，使他们能够为实现企业目标做出贡献，并获得个人和工作满意度。它是任何优质人力资源系统的重要组成部分。

Every enterprise wants and should expect high performance from each employee. The elements of a competency-based performance management system will, if implemented well, enable high performance which will define enterprise and personal success. Using performance management processes, an enterprise can be better placed to meet competitive challenges. This is done by:

每一个企业都希望并期望每个员工都能有高绩效。一个基于能力的绩效管理系统的要素，如果实施得好，将能够实现高绩效，这将决定企业和个人的成功。使用绩效管理流程，企业可以更好地应对竞争挑战。这是通过：

- **identifying the critical positions;**
- 确定关键位置；
- **determining the most important competencies for these positions;**
- 确定这些职位最重要的能力；
- **providing the education, training and feedback required by employees;**
- 提供员工所需的教育、培训和反馈；
- **holding each person accountable for their results.**
- 让每个人对其结果负责。

The key to the performance management process is “performance appraisal”. Performance appraisal is simply an evaluation of how well an employee performs his or her job compared to a set of predetermined standards. It is a systematic process of feedback on an employee’s work performance, and agreement to future training plans, job goals and job aspirations.

绩效管理过程的关键是“绩效考核”。绩效评估只是对员工在工作中的表现与一系列预定标准相比的评估。这是一个系统的过程，反馈员工的工作表现，并同意未来的培训计划，工作目标和工作愿望。

To be effective, a performance appraisal needs to have a set of agreed criteria that will be the basis of feedback as well as of setting future goals. Units of competency provide a very effective tool for setting benchmarks or criteria for work performance. The performance criteria within units of competency can be used as measures to assess against in a performance appraisal or review.

为了有效，绩效评估需要有一套商定的标准，这些标准将作为反馈和设定未来目标的基础。能力单元为设定工作绩效基准或标准提供了非常有效的工具。能力单元内的绩效标准可作为绩效评估或审查的衡量标准。

Task 6

任务6

How to Handle a Bad Performance Review?

如何处理糟糕的绩效考核？

Getting a bad performance review can make you feel angry, unappreciated, defeated, and hopeless.

得到一个糟糕的绩效评估会让你感到愤怒、不被赏识、挫败和绝望。

But it’s not the end of the world. Remember that the way you respond to this appraisal can make all the difference in the next one. Even if you believe that the review is inaccurate and that your boss is completely wrong, you will benefit by reacting in a mature, adult manner. Here are some suggestions:

但这并不是世界末日。记住，你对这次评估的反应方式会在下一次评估中产生很大的影响。即使你认为你的评价不准确，你的老板是完全错误的，以成熟、成熟的态度做出反应，你也会受益匪浅。以下是一些建议：

Stay calm. Relax. Breathe. Do not overreact and be objective. Especially, do not say things that will likely be regretted later. Besides, the person giving the performance review may or may not be the one who has written the bad review.

保持冷静。放松点。呼吸。不要反应过度，要客观。尤其是不要说以后可能会后悔的话。此外，进行绩效考核的人可能是也可能不是写了差评的人。

What to Do When Receiving a Bad Performance Review

收到不良绩效评估时该怎么做

It's best to listen attentively. And make comments or remarks only when asked for them.

最好用心听。只有在被要求时才发表评论或评论。

Besides, during the performance review, you will be given the chance to respond and may disagree.

此外，在绩效评估期间，您将有机会作出回应，并可能不同意。

What to Do After Receiving a Bad Performance Review

收到不良绩效考核后该怎么办

Don't be intimidated by the bad performance review and want to quit the job; instead, learn from it. Also, if the organization allows their employees to make a written statement on their own behalf, do make one. It is important for the worker to show why she does not agree with the bad performance review; for instance, an employee may express their different understanding and, at the same time, a willingness to comply with any constructive suggestions.

不要被糟糕的绩效考核吓到而想辞职；相反，要从中吸取教训。另外，如果组织允许员工代表自己写一份书面声明，那就做一份。对于员工来说，很重要的一点是要说明她为什么不同意糟糕的绩效评估；例如，员工可能会表达他们不同的理解，同时愿意遵守任何建设性的建议。

Ways to Improve a Bad Performance Review

改善不良绩效考核的方法

A way to improve a bad performance review is to set self-reviews, that is, establish performance standards.

Another way to improve a bad review is to learn more about what the manager, supervisor, or boss wants or expects from his / her employees. Learning what it was that caused a bad performance review helps improve professional growth and encourages as well as motivates the worker to do better in order to receive a good review next time.

改善不良绩效考核的一种方法是设置自我评价，即建立绩效标准。另一种改善不良评价的方法是了解经理、主管或老板对其员工的期望或期望。了解导致不良绩效评估的原因有助于促进职业发展，鼓励并激励员工做得更好，以便下次获得良好的评估。

Unit Six

第六单元

Task 5

任务5

How to Adapt to Change in the Workplace?

如何适应职场的变化？（已考）

If there's one word that captures the essence of what is occurring in the world today, it's "change".

如果说有一个词能抓住当今世界正在发生的事情的本质，那就是“改变”。

Downsizing, reorganizing, and cutting costs, are now the norm for survival. No industry is exempt.

裁员、重组和削减成本现在已成为生存的准则。任何行业都不例外。

Even the most conservative institutions are undergoing significant changes just to survive.

即便是最保守的机构也在经历重大变革，以求生存。

Change management has always been an issue of debate amongst scholars: how can employers create suitable conditions for a successful change process? And what can employees do to get through it?

变革管理一直是学者们争论的问题：雇主如何为成功的变革过程创造合适的条件？员工能做些什么来渡过难关呢？

Tips for dealing with change in the workplace:

应对工作场所变化的技巧：

- **Make yourself aware that change happens: it happens in personal life; it happens in your professional life. You cannot live in the past, so denying that change could occur only makes things more complicated for you.**

• 让自己意识到变化会发生：它发生在个人生活中；它发生在你的职业生活中。你不能活在过去，所以否认可能发生的改变只会让事情变得更复杂。

- **Stay alert in the workplace: know what is happening around you. When you come across clues that hint change is on the way, acknowledge them!**

• 在工作场所保持警觉：知道你周围发生了什么。当你遇到暗示变化的线索时，承认它们！

- **Maintain open communication channels. Don't lay back and expect things to pass you by smoothly. You need to get acquainted with the occurring changes. Seek more details from your management and peers to form an accurate understanding of the matter. Be transparent and honest about your fears: dealing with the unknown is often resented and daunting. Make the picture as clear as you can.**

• 保持畅通的沟通渠道。不要懒散地指望事情会顺利地过去。你需要了解正在发生的变化。向你的管理层和同事寻求更多细节，以形成对此事的准确理解。对你的恐惧保持透明和诚实：与未知事物打交道通常是令人厌恶和令人畏惧的。尽可能把这幅画弄清楚。

• **Assess yourself. Change is a time when one's confidence about one's skills and capabilities gets shaky.**

Recognize your strengths and where you could bring them into play. At the same time, stay aware of your developmental areas and work on improving those.

•自我评估。改变是一个人对自己的技能和能力的信心变得不稳定的时候。认识到你的优势，以及你可以把它们发挥作用的地方。同时，注意你的发展领域，并努力改进这些领域。

• **Don't be stiff. It will make the change process much harder if you are rigid. Be flexible enough to look at the different angles of the change and see where you could apply your "existing" skills and knowledge, and what new skills you need to acquire.**

•不要僵硬。如果你是僵化的，这会使改变过程变得更加困难。要有足够的灵活性来看待变化的不同角度，看看你可以把你的“现有”技能和知识运用到哪里，以及你需要获得什么新技能。

• **Stay optimistic. Keep a positive attitude and don't let yourself drown in uncertainty. Involve yourself in the new process; locate yourself properly in the new scenario. Adjust!**

•保持乐观。保持积极的态度，不要让自己淹没在不确定之中。让你自己参与到新的过程中；在新的场景中正确地定位自己。调整！

"You can't get to the top of Everest by jumping up the mountain. You get to the mountaintop by taking incremental steps. Step by step, you get to the goal," says Robin Sharma, one of the world's most sought-after leadership and personal success experts.

“你不可能通过跳上山而登上珠穆朗玛峰。你通过循序渐进的步骤到达山顶。世界上最受欢迎的领导和个人成功专家罗宾·夏尔马说：“一步一步，你就可以达到目标。”。

Task 6

任务6

Jack Welch Leading Organizational Change at GE

杰克·韦尔奇领导通用电气的组织变革

When Jack Welch, the Chairman and CEO at General Electric (GE) retired in 2001, he could look back at a very successful career. He became CEO in 1981 at the age of 45. At that time, GE had a very complex organizational structure with considerably bureaucratic rules.

2001年，通用电气（generalelectric）董事长兼首席执行官杰克·韦尔奇（jackwelch）退休后，他可以回顾一段非常成功的职业生涯。1981年，45岁的他成为首席执行官。当时，通用电气的组织结构非常复杂，有相当多的官僚

规则。

One of his first changes was to initiate a strategy formulation process with the guideline that each of the businesses should be number 1 or 2 in their respective areas. If this was not the case, managers had the options of fixing the problem, selling their particular business, or closing it. In an effort to streamline the organization, Welch removed the sector level and eliminated thousands of salaried and hourly employee positions.

他最初的变化之一是启动了一个战略制定过程，指导方针是每个企业在各自的领域都应该是第一或第二的。如果情况并非如此，管理者可以选择解决问题，出售他们的特定业务，或者关闭它。为了精简组织，韦尔奇取消了部门级别，并取消了数千个带薪和小时工职位。

The restructuring was followed by changing the organizational culture and the managerial styles of GE's managers. One such program was the Work-Out. Groups of managers were assembled to share their views openly in three-day sessions. At the beginning of the meetings, the superior presented the challenges for his or her organizational unit. Then the superior had to leave, requesting the groups to find solutions to the problems. Facilitators helped these discussions. On the last day, the superior was presented with proposed solutions. He or she then had three choices: to accept the proposal, not to accept it, or to collect more information. This process put great pressure on the superior to make decisions.

重组之后，通用电气的组织文化和管理风格也发生了变化。其中一个这样的计划就是健身。在为期三天的会议上，管理者们聚集在一起公开分享他们的观点。在会议开始时，上级向他或她的组织单位提出了挑战。然后上级不得不离开，要求小组找出解决问题的办法。主持人帮助了这些讨论。最后一天，上级提出了解决方案。然后他或她有三个选择：接受建议，不接受，或者收集更多信息。这个过程给上级施加了很大的压力，迫使他们做出决定。

Another program to improve effectiveness and efficiency was Best Practices. The aim was to learn from other companies how they obtained customer satisfaction, how they related to their suppliers, and in what ways they developed new products. This helped the GE people to focus on the processes in their operations that would improve the company's performance.

另一个提高效率和效率的计划是最佳实践。他们的目的是向其他公司学习他们是如何获得客户满意度的，他们如何与他们的供应商建立关系，以及他们以什么方式开发新产品。这有助于通用电气员工专注于其运营过程中能够提高公司绩效的流程。

Jack Welch was personally involved in developing managers at GE's training center in Crotonville. Leaders, Welch suggested, are not only those who achieve results but also those who share the values of the company.

杰克·韦尔奇亲自参与了通用电气在克劳顿维尔培训中心的经理培训。韦尔奇认为，领导者不仅是那些取得成

果的人，也是那些分享公司价值观的人。

Unit Seven

第七单元

Task 5

任务5

Organizational Culture and Its Functions

组织文化及其功能

Just as individuals have personalities, so, too, do organizations. Individuals have relatively enduring and stable traits that help us predict their attitudes and behaviors. Organizations, like people, can be characterized as, for example, rigid, friendly, warm, innovative, or conservative. These traits, in turn, can be used to predict attitudes and behaviors of the people within these organizations.

正如个人有个性一样，组织也有个性。个体具有相对持久和稳定的特征，可以帮助我们预测他们的态度和行为。组织和人一样，可以被描述为，例如，僵化、友好、热情、创新或保守。这些特质，反过来，可以用来预测这些组织中的人们态度和行为。

The culture of any organization, although it may be hard to measure precisely, nevertheless exists and is generally recognized by its employees. Organizations have cultures that govern how members behave. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. It is a set of key characteristics that the organization values. There are seven primary characteristics that capture the essence of an organization's culture. They are: innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation, aggressiveness and stability. Appraising the organization on these seven characteristics gives a composite picture of the organization's culture. This picture becomes the basis for feelings of shared understanding that members have about the organization, how things are done in it, and the way members are supposed to behave.

任何一个组织的文化，虽然很难精确地衡量，但是它仍然存在，并且得到员工的普遍认可。组织有管理成员行为的文化。组织文化是指组织成员所拥有的将组织区别于其他组织的具有共同意义的系统。组织重视的是一组关键特征。有七个主要特征抓住了组织文化的精髓。它们是：创新和冒险、注重细节、结果导向、人本导向、团队导向、进取心和稳定性。根据这七个特征对组织进行评估，可以对组织的文化有一个综合的了解。这张图片成为了成员对组织的共同理解的基础，组织中的事情是如何进行的，以及成员应该如何行事。

Culture performs a number of functions within an organization. First, it creates distinctions between one organization and others. Second, it conveys a sense of identity for organization members.

区域性在组织中执行许多功能。首先，它在一个组织和其他组织之间造成了区别。其次，它传达了组织成员的认同感。

Third, culture facilitates the generation of commitment to something larger than one's individual self interest. Fourth, it enhances the stability of the social system. Finally, culture serves as a sensemaking and control mechanism that guides and shapes the attitudes and behaviors of employees.

第三，文化有助于人们对比个人利益更大的事情做出承诺。四是增强了社会制度的稳定性。最后，文化是一种感官创造和控制机制，引导和塑造员工的态度和行为。

The role of culture in influencing employee behaviors appears to be increasingly important in today's workplace. Who receives a job offer to join the organization, who is appraised as a high performer, and who gets a promotion are strongly influenced by the individual-organization "fit". It is not a coincidence that employees at Disney theme parks appear to be almost universally attractive, clean, and wholesome looking, with bright smiles. And once on the job, a strong culture, supported by formal rules and regulations, ensures that Disney theme park employees will act in a relatively uniform and predictable way.

在当今的工作场所，文化在影响员工行为方面的作用似乎越来越重要。谁得到了工作机会，谁被评为高绩效者，谁得到了升职，都受到个人组织“适合度”的强烈影响。迪斯尼主题公园的员工们看起来几乎都很有魅力、干净、健康，笑容灿烂，这并非巧合。一旦进入工作岗位，在正式规章制度的支持下，一种强大的文化保证了迪士尼主题公园的员工将以相对统一和可预测的方式行事。

Task 6

任务6

Create a Positive Workplace Culture

创造积极的职场文化（已考）

In competitive markets, leaders are under increased pressure to maintain a positive work culture. A positive work culture cultivates greater employee satisfaction; greater employee satisfaction contributes to higher performance; higher performance impacts improved client outcomes; improved client outcomes contribute to service excellence.

在竞争激烈的市场中，领导者面临着越来越大的压力，需要保持积极的工作文化。积极的工作文化培养了更高

的员工满意度；更高的员工满意度有助于更高的绩效；更高的绩效影响到改善的客户结果；改进的客户结果有助于卓越的服务。

Positive work cultures are built over time and need constant attention. Such cultures are dependent on leadership vision and values.

积极的工作文化是随着时间的推移而建立起来的，需要不断的关注。这种文化依赖于领导的愿景和价值观。

An effective leader sets the tone for the team, encourages a positive workplace culture and is able to bring about cultural change.

一个有效的领导者为团队定下基调，鼓励积极的工作场所文化，并能够带来文化变革。

Workplace culture is made up of the shared attitudes, beliefs, behaviors, values and expectations that influence the way people work in the workplace. It is “the way we do things around here”.

工作场所文化是由共同的态度、信念、行为、价值观和期望组成的，这些影响着人们在工作场所的工作方式。这就是“我们在这里做事的方式”。

Some cultural aspects are understood by all and are obvious such as turning up for work on time, while others may be “unwritten rules” that are not so obvious, for example, how personal issues are resolved with work colleagues.

有些文化方面是所有人都能理解的，而且是显而易见的，比如准时上班，而另一些则可能是不那么明显的“潜规则”，例如，如何与同事解决个人问题。

Many factors that influence whether a workplace has a positive outlook are within the control of people who work in the workplace. There are also factors out of their control, such as slumps in global prices or a change in demand and supply. The company can, however, control how they respond to these factors.

影响一个工作场所是否有积极前景的许多因素都在工作人员的控制范围之内。还有一些因素是他们无法控制的，比如全球价格暴跌或供需变化。然而，公司可以控制他们如何应对这些因素。

Those companies that do create positive workplace environments develop a reputation in their community as being “good to work for” and have a competitive edge. Not only are these companies more able to attract and retain people, they tend to be more stable as they proactively deal with issues and adapt to change.

那些确实创造了积极的工作环境的公司在他们的社区中树立了“适合工作”的声誉，并具有竞争优势。公司往往更主动地适应这些问题，而不是更主动地去应对这些问题。

Teams work best when they are clear about what is expected of them. They are more able to deal with difficult issues if they feel the values of the organization are supportive of them.

当团队清楚地知道对他们的期望时，他们的工作效果最好。如果他们觉得组织的价值观支持他们，他们就更有能力处理棘手的问题。

For a workplace culture to be positive, the direction and actions of the business must be consistent with the core values of the people in the workplace. The people must trust each other and be able to openly express and exchange ideas.

要使工作场所文化积极，企业的方向和行动必须与工作场所的人的核心价值观相一致。人民必须相互信任，能够公开发达和交流思想。

Working through these steps will help with developing a positive business culture.

通过这些步骤将有助于发展积极的商业文化。

Unit Eight

第八单元

Task 5

任务5

Vision and Execution: Two Sides of a Successful Strategy

愿景与执行：成功战略的两个方面

A strategic plan is not the end goal of the strategic planning process — it is the framework for successfully implementing a strategy. Until a strategic plan is put into effect, it has no real value.

战略计划不是战略规划过程的最终目标，而是成功实施战略的框架。在战略计划付诸实施之前，它是没有实际价值的。

There are several keys to successful implementation. First, people directly involved in executing the strategy must be included in the planning process. Strategic planning is no longer a top-down directive. Without the input and feedback of the people responsible for executing the strategy, a seemingly solid strategy is likely to fall apart when implementation is attempted.

成功实施有几个关键。首先，计划过程中必须包括直接参与执行战略的人员。战略规划不再是自上而下的指令。如果没有负责执行策略的人员的输入和反馈，一个看似坚实的战略在尝试实施时很可能会崩溃。

The next key to successful implementation is clearly communicating the strategy to the whole company. The communication should ensure that everyone in the company understands and accepts the strategy as the best path forward, and not simply the leadership's latest idea. Without clear communication, employees lack a sense of ownership and clarity of purpose. When a strategy is not understood or embraced, it usually results in

misunderstanding and uneven commitments to implementation.

成功实施的下一个关键是向整个公司清楚地传达战略。沟通应该确保公司里的每个人都理解并接受战略，而不仅仅是领导层的最新想法。没有清晰的沟通，员工缺乏主人翁意识和明确的目标。当一项战略不被理解或接受时，它通常会导致误解和对执行的承诺参差不齐。

Another key to the successful execution of a strategic plan is the clear and straightforward description of the plan and its operations. Even the most brilliant strategy faces failure if it cannot be explained clearly and concisely.

成功执行战略计划的另一个关键是对计划及其运作的明确和直截了当的描述。即使是最辉煌的战略，如果不能清楚、简明地加以解释，也会面临失败。

Task 6

任务6

How Do You Create a Culture of Innovation?

如何创造创新文化？

Have you noticed the courage buried in the word “encourage”? To create a culture in which innovation flourishes takes courage. Determined innovators are always courageous enough to establish a culture in which innovation is greatly encouraged and rewarded. Here are three ways to do that.

你注意到“鼓励”这个词所蕴含的勇气吗？创造一种创新蓬勃发展的文化需要勇气。有决心的创新者总是有足够的勇气去建立一种鼓励和奖励创新的文化。这里有三种方法。

Put innovation at the heart of strategy, and persist it in every message. Think of innovation strategy as a pyramid: big bets at the top, a few projects in development in the middle, and a broad base of continuous improvements, lasting contributions, and early-stage new ideas at the bottom.

把创新放在战略的核心，坚持每一条信息。把创新战略想象成一个金字塔：顶部是大赌注，中间是几个正在开发的项目，底部是不断改进、持久贡献和早期新想法的广泛基础。

Define jobs around innovation. Make it a job prerequisite. Consider 3M’s move to become one of the first companies to tell professionals that they could spend 15 percent of their time on projects of their own choice. Now many high-tech companies know that they can’t get the best talent without providing this kind of flexibility. And some of those self-selected, self-organized projects might even result in a blockbuster product or line of business. For 3M, it was the Post-it note.

围绕创新定义工作岗位。把它作为工作的先决条件。考虑到3M成为第一批告诉专业人士他们可以将15%的时间花在自己选择的项目上的公司之一。现在很多高科技公司都知道，如果不提供这种灵活性，他们就无法获得最好

的人才。而一些自选、自组织的项目甚至可能会产生轰动效应的产品或业务线。对于3M公司来说，这就是便利贴。

Recognize innovation in every part of the company. To build a culture of creativity and innovation, Gillette developed an innovation fair in which every unit could show off its most promising new concepts. It shows that everyone has a role to play in a culture of innovation.

认可公司各个部门的创新。为了建立一种创造性和创新的文化，吉列发展了一个创新博览会，每个单位都可以展示其最有前途的新概念。它表明，在创新文化中，每个人都可以发挥作用。

To go from idea to successful innovation requires a great deal of support and collaboration.

从创意到成功的创新需要大量的支持和合作。

When people are surrounded by constant communication and encouragement, they can find the courage to try, fail, redo, and try again.

当人们被不断的交流和鼓励包围时，他们可以找到勇气去尝试，失败，重做，再尝试。

理工 3

第三节

Unit One

第一单元

Task 5

任务 5

Five Tips for Making Your House Greener

让你的房子更环保的五点建议

There are plenty of ways to make your house greener. It doesn't matter how many people reside in your home. It doesn't even matter about the size of your home. What matters is how your house looks and how it affects you and others residing in it.

有很多方法可以让你的房子更环保。你家住多少人并不重要。你家的大小都无关紧要。重要的是你的房子看起来如何，以及它对你和其他住在里面的人的影响。

It is very important to make your house greener because it has a direct impact on your health. If you keep your house green, you avoid the risk of many dangerous diseases. Here are some ways to keep your house greener.

使你的房子更绿是非常重要的，因为它直接影响到你的健康。如果你保持你的房子绿色，你就避免了许多危险

疾病的危险。这里有一些方法可以让你的房子更环保。

1. Good and reliable interior

1 内饰良好可靠

Indoor material must be of good quality for windows, doors, cupboards etc. These things play an important role in keeping the house green. Doors and cupboards must be of high quality wood. Aluminum windows should be used. You should use high-quality paints for walls, doors, windows and cupboards.

窗户、门、橱柜等的室内材料必须质量好，这些东西对保持房子的绿色起着重要作用。门和橱柜必须采用优质木材。应使用铝制窗户。你应该用高质量的油漆粉刷墙壁、门、窗和橱柜。

2. Wide windows and doors for ventilation

2 宽大的门窗通风

Oxygen is a necessary element for life. For a healthy life, windows and doors should be wide and usually they should be kept open for at least 15 hours a day, as fresh air is good for your health.

氧是生命所必需的元素。为了健康的生活，窗户和门应该是宽的，通常一天至少要开 15 个小时，因为新鲜空气对你的健康有好处。

3. Plants and flowers around the house

三。房子周围的花草

No one wants an empty house, and plants definitely play an air-freshening role. First, plants provide you with oxygen necessary for survival. Second, plants and especially flowers spread an attractive fragrance. All unhealthy odors are eradicated from your home and you feel fresh whenever you are inside it. Flowers also make your home interior look more appealing.

没有人想要空房子，而植物无疑起到了清新空气的作用。首先，植物为你提供生存所需的氧气。第二，植物，尤其是花散发出诱人的香味。所有不健康的气味都会从你的家里被清除掉，你只要在里面你就会感到新鲜。鲜花也让你的家里看起来更吸引人。

4. Regular disposal of waste

4 定期处理废物

It's very important to dispose of waste far away from your home every day. When waste is kept untouched for many days, it attracts bacteria and viruses. Flies and mosquitoes are attracted to garbage and start multiplying in such places. As a result, diseases are caused.

每天在离家很远的地方处理垃圾是非常重要的。当废物被保持许多天不被接触时，它会吸引细菌和病毒。苍蝇

和蚊子被垃圾吸引，并开始在这些地方繁殖。结果导致了疾病。

5. Use of anti-bacterial cleaning materials.

5 使用抗菌清洁材料。

Usually unclean fans, floors and walls breed bacteria and viruses, which are then carried by flies and mosquitoes. These carriers then infect humans through contaminated food or by direct contact with the body. It's always recommended to use anti-bacterial or anti-viral cleaners to clean fans, walls, floors, laptops, and TVs.

通常不干净的风扇、地板和墙壁会滋生细菌和病毒，然后由苍蝇和蚊子携带。这些携带者然后通过受污染的食物或直接接触人体而感染人类。我们总是建议使用抗菌或抗病毒清洁剂来清洁风扇、墙壁、地板、笔记本电脑和电视。

Task 6

任务 6

Top Three Green Home Innovations

三大绿色家居创新

In the last decade a growing number of people have become interested in conserving energy and

在过去的十年里，越来越多的人对节约能源和

preserving the environment by living “green”. There are many things you can do to reduce your carbon

通过“绿色”生活来保护环境。你可以做很多事情来减少碳排放

emissions and help to make the earth a better place for future generations. Here are a few suggestions.

有助于使地球成为子孙后代的一个更好的地方。这里有一些建议。

LED Lighting

LED 照明

Although LED lamps initially cost more than standard incandescent or compact fluorescent bulbs, these long-lasting LED lamps will eventually be worth the money because of energy saved. LED lamps also produce a cleaner, more natural light.

虽然 LED 灯最初的价格高于标准白炽灯或紧凑型荧光灯，但由于节能，这些耐用的 LED 灯最终还是物有所值。LED 灯也能产生更清洁、更自然的光线。

Water Recycling

水循环利用

“Water” is a hot topic, especially in the Southwest. Whole-house water filters are now available for cleaning and reusing water from showers and baths. Gray water systems redirect the used water from washing machines to lawns or gardens.

“水”是一个热门话题，尤其是在西南地区。全屋滤水器现在可用于清洁和重复使用淋浴和浴缸的水。灰水系统将用过的水从洗衣机转向草坪或花园。

Air Purification

空气净化

In recent years indoor air pollution has gotten a lot of attention. Building materials and embellishments like paint and carpets can “shed” chemical compounds into the atmosphere, and because a home is an enclosed space, those compounds can sometimes accumulate to dangerous levels.

近年来，室内空气污染引起了人们的广泛关注。建筑材料和装饰物，如油漆和地毯，会将化合物“散落”到大气中，因为家是一个封闭的空间，这些化合物有时会积累到危险的水平。

Installing a whole-house air purification system is one way to keep indoor air clean and circulating.

安装一个完整的室内空气净化系统是保持室内空气清洁和循环的一种方法。

Going “green” doesn’t have to be a challenge. A home is a long-term investment, and you don’t have to start from scratch. You can make small changes like choosing environmentally friendly paint or LED bulbs. Chances are your home will need improvements eventually. Whenever possible, choose upgrades that will reduce your carbon footprint. It’s good for the planet, and it’s good for you.

走向“绿色”并不一定是一个挑战。房子是一项长期投资，你不必从头开始。你可以做一些小的改变，比如选择环保涂料或 LED 灯泡。很可能你的家最终需要改善。只要有可能，选择可以减少碳足迹的升级。这对地球有好处，对你也有好处。

Unit Two

第二单元

Task 5

任务 5

I. M. Pei and the Louvre Pyramid

一、 贝聿铭与卢浮宫金字塔

Ieoh Ming Pei is definitely one of the biggest names in architecture. Born in China in 1917, Pei was the son of a

prominent banker. He grew up mostly in Hong Kong and Shanghai. At the age of 17, Pei left for the United States to study architecture at the Massachusetts Institute of Technology and then Harvard University.

贝聿铭绝对是建筑界最著名的人物之一。贝聿铭 1917 年出生于中国，是一位著名银行家的儿子。他在香港和上海长大。17 岁那年，贝聿铭前往美国，先后在麻省理工学院和哈佛大学学习建筑学。

Pei attracted great attention in the U.S. for the John F. Kennedy Library in Boston, but it was the Louvre Pyramid that brought him worldwide fame. In 1981, the newly elected President of France came up with an ambitious plan for a variety of construction projects, including the renovation of the Louvre Museum. Pei was invited to join the renovating team. Pei finally agreed to take on the project after three secretive trips to Paris.

贝聿铭在美国因波士顿的约翰·肯尼迪图书馆而备受关注，但卢浮宫金字塔使他举世闻名。1981 年，这位新当选的法国总统提出了一项雄心勃勃的计划，包括卢浮宫博物馆的翻修工程。贝聿铭应邀加入装修队伍。贝聿铭在秘密访问巴黎三次后，终于同意承担这个项目。

Pei designed not only a glass and steel pyramid to serve as the entrance to the Louvre, but also a transformation of the interiors. The public reacted harshly to the design, mostly because of the proposed pyramid. In an attempt to soothe public anger, Pei took a suggestion from then-mayor of Paris and placed a full-sized model of the pyramid in the courtyard of the Louvre. During the four days of its exhibition, an estimated 60,000 people visited the site. Critics eased their opposition after witnessing the proposed scale of the pyramid.

贝聿铭不仅设计了一个玻璃钢金字塔作为卢浮宫的入口，而且对内部进行了改造。公众对这一设计反应激烈，主要是因为拟议中的金字塔。为了平息公众的愤怒，贝聿铭听取了当时巴黎市长的建议，在卢浮宫的院子里放了一个全尺寸的金字塔模型。在展览的四天里，估计有 6 万人参观了这个地方。在目睹了金字塔的规模后，批评家们缓和了他们的反对意见。

The new entrance was opened to the public in March, 1989. By that time, public opinion had softened on the Pyramid; a poll found a 56 percent approval rating for the pyramid. “The much-feared pyramid has become adorable,” wrote a French writer. The experience was exhausting for Pei, but also rewarding. “After the Louvre,” Pei said later, “I thought no project would be too difficult.” Now the Louvre Pyramid is Pei’s most famous structure.

新入口于 1989 年 3 月向公众开放。那时，舆论对金字塔的态度已经软化；一项民调显示，金字塔的支持率为 56%。一位法国作家写道：“令人恐惧的金字塔已经变得可爱了。”这段经历让贝聿铭筋疲力尽，但也有收获。“在卢浮宫之后，”贝聿铭后来说，“我认为没有什么工程会太困难。”现在卢浮宫金字塔是贝聿铭最著名的建筑。

任务 6

Amphibious Architecture: Flood-Proof Home Designs

两栖建筑：防洪住宅设计

Instead of trying to beat back the rising flood, innovative amphibious buildings can adapt to the rising flood. These buildings are ready for whatever Mother Nature might throw at them — even 10- foot floodwaters. Let’s take a look at just two of them.

创新的两栖建筑可以适应不断上升的洪水，而不是试图击退不断上涨的洪水。这些建筑已经准备好迎接大自然对它们的任何冲击，即使是 10 英尺高的洪水。我们来看看其中的两个。

The UK’s First Amphibious House

英国第一座两栖房屋

The UK’s first amphibious house is located on the Thames River. And the first amphibious building in Britain will be completed soon. Baca Architects designed this home for a couple who wanted to live on a flood-prone island in the Thames River, an island easily attacked by floods. This building is equipped with a terraced landscape. And this terraced landscape acts as an early warning system when the waters are rising. The terraces will be filled with water before the “wet dock” under the house is, and then the home itself will slowly rise to stay above the water.

英国第一座两栖房屋位于泰晤士河上。英国第一座两栖建筑也将很快完工。Baca 建筑师事务所为一对夫妇设计了这个住宅，他们想住在泰晤士河易受洪水侵袭的岛屿上，这个岛很容易被洪水袭击。这座建筑有梯田景观。当水位上升时，这种梯田景观起到了预警系统的作用。在房子下面的“湿船坞”之前，梯田会被水填满，然后房子本身就会慢慢上升，保持在水面以上。

Solar Powered Floating School in Nigeria

尼日利亚的浮动太阳能学校

Residents of Makoko in Nigeria have been building houses on stilts for generations. People there go from one house to another by canoe. As sea levels are rising, officials threaten to tear down the entire community. If these houses are torn down, 250,000 people will be homeless and have to look for a new place to live. Architects found a solution in floating structures with improved sanitation conditions. The first completed example is a three-story solar-powered school.

尼日利亚马科科的居民几代人都在高跷上盖房子。那里的人乘独木舟从一个房子到另一个房子。随着海平面上升，官员们威胁要摧毁整个社区。如果这些房子被拆掉，25 万人将无家可归，必须寻找新的住所。建筑师们发现了一种解决方案，即改善了卫生条件的浮式结构物。第一个完成的例子是一所三层楼的太阳能学校。

This amazing floating school addresses social, physical and ecological needs. Built on top of 256 recycled blue barrels, the school buildings are made of triangular bamboo and wood. Makoko's residents made full use of their skills when building these structures. With three levels, the solar powered high school has room for 100 local kids and recycles rainwater to flush the toilets. And the cost for the whole school structures was under \$7,000.

这所令人惊叹的浮动学校满足了社会、物质和生态需求。在 256 个可回收的蓝色桶上建造的校舍是用三角形的竹子和木头建造的。Makoko 的居民在建造这些建筑时充分利用了他们的技能。这所太阳能高中共有三层，可容纳 100 名当地孩子，并回收雨水冲洗厕所。整个学校的建筑成本不到 7000 美元。

Unit Three

第三单元

Task 5

任务 5

Vegolution

蔬菜溶液

The Belgian city of Ghent has declared Thursdays meat-free days. Should cities around the world join in the vegolution?

比利时根特市宣布星期四为无肉日。世界各地的城市应该加入素食主义吗？

By encouraging people to eat no meat one day a week, Ghent hopes to improve public health and reduce our impact on the environment. In fact, according to the UN's Food and Agriculture Organization (FAO): "The livestock sector has become one of the top two or three most significant contributors to the most serious environmental problems."

根特希望通过鼓励人们每周有一天不吃肉，来改善公众健康，减少我们对环境的影响。事实上，根据联合国粮农组织（FAO）的说法：“畜牧业已经成为导致最严重的环境问题的两个或三个最重要的因素之一。”

And if the idea can be accepted among people, the impact will be enormous. If everyone in Flanders (population: six million) does not eat meat one day a week, it will save as much CO2 in a year as taking half a million cars off the road. Imagine if every city in the world followed suit!

如果这个想法能被人们接受，影响将是巨大的。如果佛兰德斯的每个人（人口：600 万）每周有一天不吃肉，那么一年内节省的二氧化碳将相当于减少 50 万辆汽车的排放量。想象一下，如果世界上所有的城市都效仿它！

So even though I ate out in Brussels yesterday, I chose a veggie meal. Don't get me wrong. I'm by no means

vegetarian. In fact, I love flesh very much. But for the past couple of years, my wife and I have changed our diet and try to eat meat or fish only a couple of times a week. After a period of adjustment, we both feel healthier.

所以，尽管我昨天在布鲁塞尔吃饭，我还是选择了素食餐。别误会我。我绝不是素食主义者。事实上，我非常喜欢英语。但在过去的几年里，我和妻子改变了饮食习惯，每周只吃几次肉或鱼。经过一段时间的调整，我们都感到更健康了。

“There has been a great increase in demand for vegetarian dishes at my restaurant over the past few years,” a Ghent restaurant said. “The selection of vegetarian dishes we offer has also grown considerably.” He adds that his clients are eating veggie mainly for their own well-being, and then, the environment.

根特一家餐馆说：“在过去几年里，我的餐馆对素食的需求有了很大的增长。”。“我们提供的素食菜的选择也有了很大的增长。”他补充说，他的客户吃素食主要是为了自己的健康，其次是为了环境。

The idea has been picked up by media around the world and captured the attention of ordinary people. One meatless day a week is a great idea, and no loss for those who want a tasty diet. Let the vegolution begin!

这个想法被世界各地的媒体所接受，并吸引了普通人的注意。一周一天不吃肉是个好主意，对于那些想要美味饮食的人来说，这是一个不错的主意。让素食开始吧！

Task 6

任务 6

Earth Hour

地球一小时（已考）

More than 134 countries across the world, including the UK, turned off their lights for an hour on Sunday. The event is in hopes of creating a sustainable future for the planet. Environmental charity World Wildlife Fund has organized the Earth Hour event.

包括英国在内的全球 134 多个国家周日关灯一小时。这次活动是希望为地球创造一个可持续的未来。环境慈善机构世界野生动物基金会组织了地球一小时活动。

The event saw iconic buildings such as Big Ben, the BT Tower, Buckingham Palace, Windsor Castle and Edinburgh Castle blacking out for an hour. The event took place at 8:30 p.m. Sunday around the world and it started in Fiji, New Zealand and Australia. The aim is to call on governments, organizations and individuals to take actions to tackle climate change.

活动期间，大本钟、英国电信大厦、白金汉宫、温莎城堡和爱丁堡城堡等标志性建筑停电一小时。这项活动于

周日晚 8:30 在世界各地举行，并在斐济、新西兰和澳大利亚开始。其目的是呼吁各国政府、组织和个人采取行动应对气候变化。

At the Royal Albert Hall in London, television presenter Kirsty Gallacher led a team of 60 cyclists from the UK-World Wildlife Fund. They aimed to appeal for the public to pay attention to endangered species including dolphins and tigers. Colin Butfield, head of campaigns, WWF-UK, said: “Our event at the Royal Albert Hall, alongside the hundreds of thousands of events across the world, shows global support for the need to tackle climate change and protect the natural world. The challenge for our future well-being could not be greater. WWF’s Earth Hour is about to create a message so powerful that governments and individuals cannot fail to take notice.”

在伦敦皇家阿尔伯特大厅，电视节目主持人科斯蒂·加拉赫率领一支由英国世界野生动物基金会（UK World Wildlife Fund）组成的 60 名自行车手组成的团队。他们旨在呼吁公众关注包括海豚和老虎在内的濒危物种。世界自然基金会（WWF-UK）活动负责人科林·布特菲尔德（Colin Butfield）说：“我们在皇家阿尔伯特大厅举办的活动，与世界各地数十万项活动一起，显示了全球对应对气候变化和保护自然世界的需要的支持。对我们未来福祉的挑战再大不过了。世界自然基金会的“地球一小时”即将发出一个如此强大的信息，以至于政府和个人不能不注意。”

Earth Hour started in 2007 in Sydney, Australia, when 2.2 million individuals and more than 2,000 businesses turned their lights off for one hour to take a stand against climate change. The following year, Earth Hour had become a global sustainability movement with more than 50 million people across 35 countries participating. Four of the world’s five tallest buildings turned off their lights with the tallest, the 828-metre Burg Khalifa in Dubai, switching off about half a million lights. Also darkening for the occasion were floodlights at natural wonders such as Niagara and Victoria Falls.

地球一小时始于 2007 年澳大利亚悉尼，当时有 220 万个人和 2000 多家企业熄灯一小时，以表明反对气候变化的立场。第二年，“地球一小时”成为全球可持续发展运动，35 个国家有 5000 多万人参加。世界上五座最高的建筑中有四座关闭了它们的灯，最高的建筑是位于迪拜的 828 米高的哈利法堡，大约关闭了 50 万盏灯。同时，尼亚加拉和维多利亚瀑布等自然奇观的泛光灯也在变暗。

Unit Four

第四单元

Task 5

任务 5

Parents Use TV as an Electronic Babysitter

父母把电视当作电子保姆（已考）

Television has become such a major part of life that many American parents use it as a babysitter.

电视已经成为生活的一个重要组成部分，许多美国父母把它当作保姆。

A new study shows that almost one-third of families have TVs in children's bedrooms, and the number of television programs geared toward infants is growing.

一项新的研究表明，近三分之一的家庭在儿童卧室里都有电视机，面向婴儿的电视节目数量也在不断增加。

Katie Weaver has her hands full. Four children in her kitchen, and two of them are hers. All of them are under the age of six, and thirsty at the same time. It's enough to get on the nerves of any adult. Like many of the 1,000 parents surveyed in a Kaiser Family Foundation study, Katie admits she sometimes uses TV as a pacifier when her children are overly-excited and it usually works.

凯蒂·韦弗忙得不可开交。她的厨房里有四个孩子，其中两个是她的。他们都不到六岁，同时口渴。这足以激怒任何成年人。凯蒂承认，像凯撒家庭基金会（Kaiser Family Foundation）调查的 1000 名家长中的许多人一样，当孩子们过于兴奋时，她有时会把电视当作奶嘴，电视通常很管用。

"I don't use it as a babysitter because they don't watch enough or long enough for that, but if they are very hyped up, sometimes I'll use TV to calm them down," she said. While there has been some concern that watching too much television fosters obesity in children, the long-term effects of parking a very young child in front of the "tube" are not clear.

她说：“我不把它当保姆，因为他们看电视的时间不够长，但如果他们非常炒作，有时我会用电视让他们冷静下来。”。虽然有人担心看太多电视会导致儿童肥胖，但把一个非常小的孩子停在“地铁”前的长期影响还不清楚。

"A lot of them are two-parent working families, so we're talking about having very little time with the children. If that time is used in front of a screen, rather than interactively, it's compromising the way these children are learning to pay attention, the way they're learning to problem-solve, and most importantly, the way they're learning to think and use language," said Greenspan, who is the expert of the Kaiser Family Foundation study.

“他们很多都是双亲工作家庭，所以我们说的是和孩子在一起的时间很少。凯撒家庭基金会研究专家格林斯潘说：“如果把时间用在屏幕前，而不是互动，这会损害这些孩子学习注意力的方式，学习解决问题的方式，最重要的是，他们学习思考和使用语言的方式。”。

In the survey, parents of children much younger, up to a year old, report viewing averages of an hour per day. For kids one to two years, it's close to an hour and a half. Greenspan believes babies and children under the age of two should not be watching at all and he's worried that some parents are concealing the real truth. "If anything, it's

an underestimation, because if a kid's watching two hours, they might say an hour. So I think what we're getting is a minimal estimate," he said.

在这项调查中，年龄小到一岁的孩子的父母报告说，平均每天看电视一小时。对于一到两岁的孩子来说，差不多一个半小时。格林斯潘认为婴儿和两岁以下的孩子根本不应该看电视，他担心一些家长隐瞒了真相。“如果有什么，那就是低估了，因为如果一个孩子看了两个小时，他们可能会说一个小时。所以我认为我们得到的只是一个最低限度的估计。”。

Television programming for very young children has been increasing. Yet one researcher involved in the Kaiser study says there is still no evidence that children up to the age of two learn anything of value from television.

面向幼儿的电视节目一直在增加。然而，参与凯撒研究的一位研究人员说，仍然没有证据表明，两岁以下的儿童从电视上学到了任何有价值的东西。

Task 6

任务 6

Smart Lock

智能锁

In the home of the future, you can skip the keys. Just tap your phone, your door swings open.

在未来的家里，你可以跳过钥匙。只要轻敲你的手机，你的门就会打开。

A new company with a high-powered designer is hoping to take that vision to the masses. That company, August, introduced its version of the so-called smart-lock to the public last week. The lock is the brainchild of CEO Jason Johnson and renowned designer Yves Béhar.

一家拥有一位高水平设计师的新公司希望将这一愿景带给大众。该公司，八月，上周向公众介绍了它的所谓智能锁。这把锁是首席执行官詹森·约翰逊和著名设计师伊夫·贝哈的创意。

While people may like the idea of smart homes, according to research firm IHS, only 5.6 million smart platforms have been installed globally. But the number is expected to rise to 44.6 million by 2018.

研究公司 IHS 称，虽然人们可能喜欢智能家居的理念，但全球安装的智能平台只有 560 万个。但预计到 2018 年，这一数字将增至 4460 万。

Smooth and round, August's lock allows users to unlock their doors by using their phones.

August 的锁光滑圆润，允许用户使用手机开锁。

Customers can also let in a babysitter or a maid by issuing them a temporary wireless key. "We're approaching

it as a consumer product rather than a piece of technology,” says Béhar.

客户还可以通过发放临时无线钥匙让保姆或女佣进来。贝哈尔说：“我们把它当作一种消费品，而不是一种技术。

The lock, which uses Bluetooth, fits smoothly over an old-fashioned door with the help of two screws and some wing flaps so customers can retrofit their doors without altering the appearance. Users open the door by holding their phone app up to the lock or tapping a button on their phone screen.

这款采用蓝牙技术的锁，借助两颗螺丝和一些翼式飞片，可以顺利地安装在老式门上，这样客户就可以在不改变外观的情况下改装车门。用户可以通过将手机应用程序放在锁上或轻触手机屏幕上的按钮来开门。

August has raised over \$10 million in venture capital funding for their lock. It faces a lot of competition from both well-established brands and start-ups. Yale has its own line of smart locks while Kwikset released its smart-lock, Kevo, last year. Meanwhile, start-up Goji plans to release a sleekly designed smart-lock that will take pictures of people who knock on your door and send the pictures to your phone.

八月已经为他们的锁筹集了超过 1000 万美元的风险投资资金。它面临着来自知名品牌和初创企业的诸多竞争。耶鲁有自己的智能锁系列，而 Kwikset 去年发布了智能锁 Kevo。与此同时，初创公司 Goji 计划推出一款设计精巧的智能锁，它可以拍摄敲门的人的照片，并将照片发送到你的手机上。

This lock is August’s first product, but they don’t seem too worried about the competition. “We’d love to see other people enter this market,” says Johnson. “It helps us if more people start using smart locks.” He adds: “We’re about changing the way you interact with your home. We have keyless cars, why not keyless homes?”

这把锁是八月的第一款产品，但他们似乎并不太担心竞争。“我们希望看到其他人进入这个市场，”约翰逊说。“如果更多的人开始使用智能锁，这会对我们有所帮助。”他补充道：“我们要改变你与家的互动方式。我们有无钥匙汽车，为什么没有无钥匙的家庭？”

第五单元

Task 5

任务 5

Tips for Online Shopping on Singles’ Day

光棍节网购小贴士

For those who just love to shop online, now is the best time of the year, because Nov. 11th, China’s Singles’ Day, will see some seemingly irrational discounts, in line with the tradition that was started in 2010.

对于那些只爱在网上购物的人来说，现在是一年中最好的时间，因为 11 月 11 日，中国的光棍节，会出现一些

看似不合理的折扣，这与 2010 年开始的传统一致。

Last year, Taobao, a major online shopping website, set a record of 1 billion yuan in sales on that day alone, with a whopping 19.1 billion yuan exchanging hands on the website. The number of sold items paralyzed the delivery services due to overloading. On the verge of yet another annual spending spree, it's worth reading up on the tricks and tips to make the most of the shopping carnival.

去年，大型网购网站淘宝网仅当天一天的销售额就创下 10 亿元的纪录，在该网站上的换手金额高达 191 亿元。售出商品的数量使送货服务因超载而瘫痪。在又一次年度消费狂潮即将到来之际，值得一读如何充分利用购物狂欢节的诀窍和窍门。

Select goods early and rationally

及早合理选货

Put everything you want in the “shopping cart” to make a list of potential purchases. Then go through it carefully, removing anything you selected on impulse.

把你想要的东西都放进“购物车”里，列一张潜在购买的清单。然后仔细检查一遍，去掉你一时冲动选择的东西。

Seal a deal in advance

提前达成协议

Talk to service staff as early as possible. They may have already decided on a discount policy for Nov. 11th and may even ship the product to you in advance, which is a good way to avoid the heavy online traffic on the day.

尽早与服务人员沟通。他们可能已经决定了 11 月 11 日的折扣政策，甚至可能提前将产品发送给您，这是避免当天网络流量过大的好办法。

Manage your budget

管理你的预算

Popular items will be in strong demand, so make sure you're ready to pay with the least number of procedures. It's best to deposit a reasonable amount of money in your Alipay account so that you can pay without going through any lengthy verification. If you're planning on using a credit card, you can call the bank to apply for more credit, but only spend as much as you can afford to repay.

热门商品的需求量很大，所以要确保你准备好用最少的程序付款。最好在支付宝账户中存入一笔合理的钱，这样你就可以不用经过任何冗长的验证就可以支付了。如果你打算用信用卡，你可以打电话给银行申请更多的信用卡，但是你能尽可能多地消费。

Look at the real items

看看真品

With many products, such as shoes and clothes, it's better to look at them first to check their quality, size and appearance and insure you're buying the right one.

对于很多产品，比如鞋子和衣服，最好先看看它们，看看它们的质量、尺寸和外观，确保你买的是对的。

It's all about timing

一切都与时间有关

According to Alipay, there are several peak hours when online traffic is heavy and there is a higher risk of failed transactions. Try to avoid the following time spans: 12:00 p.m. - 1:30 a.m., 10:00 - 11:00 a.m., 3:00 - 5:00 p.m., and 8:00 - 10:00 p.m.

根据支付宝的说法，网络流量大的时候会有几个高峰时段，交易失败的风险更高。尽量避免以下时间跨度：12:00 p.m.-1:30 a.m.， 10:00-11:00 a.m.， 3:00-5:00 p.m.， 和 8:00-10:00 p.m。

Track and open your package

跟踪并打开您的包裹

Because of the huge demand, delivery mistakes are inevitable, so try to track the package. If the product is perishable, keep the tracking record in case of a dispute. When the package arrives, check the item carefully before signing for it. Now you can go ahead and enjoy all your new stuff!

由于需求量巨大，送货失误在所难免，所以尽量跟踪包裹。如果产品是易腐的，保留跟踪记录，以防发生争议。当包裹到达时，在签收前仔细检查物品。现在你可以继续享受你所有的新东西了！

Task 6

任务 6

E-Commerce Challenges Traditional Shops

电子商务挑战传统商店

Lynne Shaner used the Internet to buy everything she needed for her wedding and holiday gifts for her husband and step-daughter. Other than food, 90 percent of her purchases are made on the computer in her Washington apartment.

林恩·沙纳利用互联网为丈夫和继女购买婚礼和节日礼物所需的一切。除了食物，她 90% 的购买都是在她华盛顿公寓的电脑上完成的。

"I find that, by being able to go online and choose the things that I need to choose, and have them delivered to

me right at my doorstep, I eliminate all the driving, all the crowds, all the noise of that, and I usually get a better selection,” Shaner explained.

沙纳解释说：“我发现，通过上网选择我需要选择的东西，并在家门口把它们送到我身边，我就消除了所有的开车、拥挤和噪音，我通常会得到更好的选择。”。

Analysts say U.S. online shopping has hit records in November and December. Fifty seven percent of Americans have made at least one online purchase. Traditional merchants worry that the growing e-commerce will shrink their share of the market. Cornell University Marketing Professor Ed McLaughlin says they have reason for concern.

分析人士说，美国 11 月和 12 月的网络购物创下历史新高。57% 的美国人至少进行过一次网上购物。传统商家担心，日益增长的电子商务将缩小其市场份额。康奈尔大学市场学教授埃德麦克劳夫林说，他们有理由担心。

“Anything that can move online will go. It is just a matter of time,” he stated. McLaughlin says traditional stores can keep their customers by offering goods like clothing, which customers may want to see and try on before purchasing — as well as items that are difficult to ship. He says some bricks and mortar stores are also pleasing customers with services that set up or repair computers and electronics. Traditional stores also offer a social experience that some shoppers enjoy.

“任何能在网上移动的东西都会消失。这只是时间问题，”他说。麦克劳克林说，传统商店可以通过提供诸如服装之类的商品来留住他们的顾客，这些商品可能是顾客在购买前想看看并试穿的，还有一些很难发货的商品。他说，一些实体店也通过安装或修理电脑和电子产品来取悦顾客。传统商店也提供一些购物者喜欢的社交体验。

“Oftentimes, you need that last sense of ‘this is exactly what I want’ before you part with your money,” he said. “And you can’t always get that online. It’s a rather cold process. Traditional stores can also deliver goods more quickly than online retailers,” Martin says. And smart merchants are using stores to guide customers to websites and using their websites to encourage customers to visit their stores.

他说：“通常，在你把钱分给别人之前，你需要最后一种‘这正是我想要的’的感觉。”。“你不可能总是在网上得到这些。这是一个相当冷的过程。传统商店也可以比网上零售商更快地送货，”马丁说。而聪明的商家正利用商店引导顾客访问网站，并利用其网站鼓励顾客访问他们的商店。

While e-commerce worries some merchants, it’s a huge boost for delivery services like FedEx and UPS. UPS Manager Dana Kline says e-commerce means her company is even busier than usual this time of year. “We are expecting 28 million pieces on their peak day, which is December 20, which is up about a million from last year,” she noted. UPS is so busy that it’s hiring 55,000 temporary workers during the holiday season to deliver gifts. Those packages are headed for homes, including Lynn Shaner’s purchase.

虽然电子商务让一些商家感到担忧，但它对联邦快递（FedEx）和联合包裹包裹（UPS）等快递服务是一个巨大的推动。UPS 经理达娜·克莱恩说，电子商务意味着她的公司在每年的这个时候比平时更忙。她指出：“我们预计在 12 月 20 日，也就是 12 月 20 日，这一天的销量将达到 2800 万件，比去年增加了约 100 万件。”。UPS 非常忙，在假日期间雇佣了 55000 名临时工来送礼。这些包裹都是寄回家的，包括林恩·沙纳的购买。

Unit Six

第六单元

Task 5

任务 5

Poker Shark

扑克鲨鱼

A computer program, “Cepheus”, has solved the game of poker. The Computer Poker Research Group (CPRG) created Cepheus. It claims Cepheus can not only play poker, but also beat human opponents.

一个计算机程序“仙王座”，已经解决了扑克游戏。计算机扑克研究小组（CPRG）创造了仙王牌。它声称仙王牌不仅可以玩扑克，还可以击败人类对手。

Games, such as poker and chess, have been used as test beds. New concepts in artificial intelligence are being developed. Past successes in this field include IBM’s Deep Blue. It defeated world champion Garry Kasparov in chess.

扑克和象棋等游戏已被用作试验台。人工智能的新概念正在形成。过去在这个领域的成功包括 IBM 的深蓝。它在国际象棋比赛中击败了世界冠军加里卡斯帕罗夫。

Poker brings special challenges to artificial intelligence researchers. The players — human or computer — don’t know about the past events. They can’t see the cards in the hands of their opponents.

研究人员给扑克牌带来了特殊的挑战。不管是人类还是计算机，玩家都不知道过去发生的事情。他们看不到对手手中的牌。

The CPRG determined that any game could be solved. Over the course of a lifetime, it could be played with 95 percent confidence. To test Cepheus with poker, the computer was trained for two months with more than 4,000 CPUs in use. Each CPU considered more than 6 billion hands of poker.

CPRG 认为任何游戏都可以解决。在一生中，它可以用 95% 的信心来演奏。为了用扑克牌测试仙王牌，计算机在使用 4000 多个 CPU 的情况下接受了两个月的训练。每个 CPU 都考虑了超过 60 亿手的扑克。

That amounted to more poker than has been played by the entire human race. From each hand, Cepheus was able to improve its play. It can refine its choices to get closer to finding the best possible solution.

这相当于比整个人类都玩过的扑克还多。从每一手牌来看，仙王座都能改进它的打法。它可以改进自己的选择，以便更接近于找到最佳的解决方案。

In developing Cepheus, the CPRG's goal was not to beat all human players and win the World Series of Poker. This technology is just one way to make a computer actually "think".

在开发仙王牌时，CPRG 的目标不是击败所有人类玩家，赢得世界扑克大赛。这项技术只是让电脑真正“思考”的一种方法。

The next step for Cepheus will likely involve more hands of poker. More players are added. That will add more computation problems.

仙王座的下一步可能会涉及更多的扑克。增加更多玩家。这将增加更多的计算问题。

Cepheus thus far has proved its prowess with cards. But what it does next will be limited by today's computational capabilities. Computational power within the CPU/GPU, storage and RAM has continued to evolve. It allows for more complex supercomputing, software programming and problem solving.

到目前为止，仙王牌已经证明了它的实力。但它下一步的工作将受到今天的计算能力的限制。CPU/GPU、存储器和 RAM 的计算能力在不断发展。它允许更复杂的超级计算，软件编程和问题解决。

This allows the computer to learn. In the case of an unbeatable poker program, the computer would have to learn every possible move in every possible given situation. Then it would draw on its database to know the possible best move to make to win.

这允许计算机学习。在一个无与伦比的扑克程序的情况下，计算机将必须学习每一个可能的给定情况下的每一个可能的动作。然后，它会利用它的数据库，知道可能的最佳行动，以取得胜利。

Task 6

任务 6

Story-Mode Minecraft

故事模式我的世界 A brand new Minecraft game will be story-driven.

一款全新的《我的世界》游戏将以故事为驱动。The new series of Minecraft: Story Mode will be set in the world of Minecraft, but it will feature an original story that combines new characters with familiar themes. It is driven by player choice. It will be a separate standalone product.

新系列的《我的世界：故事模式》将以我的世界为背景，但它将以一个结合新角色和熟悉主题的原创故事为特色。它是由玩家的选择所驱动的。它将是一个独立的独立产品。**The decision to make the new game community-driven is potentially brilliant. It's interesting that feedback from the community is going to be brought into Minecraft: Story Mode. In a way, it echoes what Minecraft is. It is a user-generated world.**

做出新游戏社区驱动的决定可能是明智的。有趣的是，来自社区的反馈将被引入《我的世界：故事模式》。在某种程度上，它呼应了《我的世界》的什么。这是一个用户生成的世界。

It's likely that there already have been gamers on Minecraft fan blogs. They have come up with theories as to how the universe was created. There could be lots of contradictory things there. But from a marketing standpoint, it makes all the sense in the world for the community of "you guys are going to write this".

《我的世界》的粉丝博客上可能已经有玩家了。他们提出了关于宇宙是如何被创造出来的理论。那里可能会有很多相互矛盾的事情。但从市场营销的角度来看，这对于“你们要写这篇文章”的社区来说是很有意义的。

Minecraft first came out in 2009 and is probably due for an evolution of some sort. Story Mode seems like a natural next step. A dedicated fan base has very high expectations. It will be satisfied with the story it is developing.Minecraft

《我的世界》首次出版于2009年，很可能是由于某种形式的发展。故事模式似乎是很自然的下一步。一个专门的粉丝群有很高的期望。它会对它正在发展的故事感到满意。我的世界

There will be challenges, however. Minecraft does not follow what the game industry is used to working with. It will be a completely different development scenario. It is a world with no story and starting from the beginning. As long as the Minecraft story is popular and successful, that might be OK.

然而，这将会有挑战。《我的世界》并没有遵循游戏行业习惯的东西。这将是一个完全不同的开发场景。这是一个从一开始就没有故事的世界。只要《我的世界》的故事很受欢迎和成功，那就可以了。

Unit Seven

第七单元

Task 5

任务 5

Driverless Cars Will Soon Hit Our Streets

无人驾驶汽车很快会上街（已考）

You jump into a car, tell it where you want to go, then sit back and let a computer take control. It seems like a dream in the future. It isn't.

你跳进车里，告诉它你想去哪里，然后坐下来让电脑控制。这似乎是未来的梦想。不是的。

In many ways such driverless cars are already with us. There is partial automation in many cars, such as intelligent braking, lane departure warning and automatic parking. The systems are there so that cars can pretty much drive themselves. No one noticed the introduction of cruise control. We've got collision avoidance, and we'll soon have automatic lane change.

在许多方面，这种无人驾驶汽车已经在我们身边。许多汽车都有部分自动化，如智能制动、车道偏离警告和自动停车。这些系统的存在使得汽车几乎可以自己驾驶。没有人注意到巡航控制的引入。我们有防撞系统，很快就会自动换道。

Improving this technology should make the roads safer. Machines are much better at following rules than humans. Road signs advise drivers to slow down to avoid creating jams. They are often ignored by drivers. But it won't happen to a computer. Driverless cars could also choose the best route to avoid traffic jams.

改进这项技术将使道路更安全。机器比人类更善于遵守规则。路标建议司机减速以避免堵塞。他们经常被司机忽视。但这不会发生在电脑上。无人驾驶汽车也可以选择最佳路线避免交通堵塞。

Fewer jams will mean less stop-start driving. Maintaining smooth and constant speeds will improve fuel efficiency. Computers could also be programmed to take the greenest route, rather than the fastest one. Under computer control, cars could also travel much closer together.

更少的堵塞意味着更少的停止-启动驾驶。保持平稳和恒定的速度将提高燃油效率。电脑也可以被编程成走最环保的路线，而不是最快的路线。在电脑控制下，汽车也可以更近距离地行驶。

They can effectively "slipstream" one another and use less fuel to move themselves forward. They can even form multi-car "trains" going at high speeds. However, with driverless cars on the roads, there will be potential trust issues between people and machines. We could therefore see guard rails back on the sides of roads. This would be a backward step.

它们可以有效地互相“滑流”，并使用更少的燃料来推动自己前进。他们甚至可以组成多节车厢的高速列车。然而，随着无人驾驶汽车上路，人与机器之间可能存在信任问题。因此，我们可以看到路旁的护栏。这将是一个倒退。

Task 6

任务 6

Google's Fully Functional Driverless Car Is Adorable

谷歌的全功能无人驾驶汽车非常可爱

Google unveiled its latest self-driving vehicle on Monday. It looks like a cartoon koala wearing a fez.

谷歌周一发布了最新的自动驾驶汽车。它看起来像一只卡通考拉戴着防弹服。

This self-driving car is fully functional. It even has real headlights. The round, white and gray car is designed without a gas pedal or wheel. However, because of California state law, a real person needs to be in the car and ready to take over in an emergency. The goal is to finally remove any controls inside the car. If so, passengers can take a nap or knit while the car does all the work.

这辆自动驾驶汽车功能齐全。它甚至有真正的前灯。这辆白色和灰色的圆形汽车没有油门踏板或车轮。然而，加州需要一辆真正的紧急状态的车。目标是最终移除车内的所有控制装置。如果是这样的话，乘客可以在汽车做所有工作的时候打个盹或者织毛衣。

Google's self-driving car team will continue to test the vehicle on a private track in California.

谷歌的自动驾驶汽车团队将继续在加州的一条私人赛道上测试这款车。

There it works its way around traffic lights. Google has said it's interested in launching a pilot program for the cars in the coming years.

在那里它绕着红绿灯转。谷歌表示，它有兴趣在未来几年推出这款车的试点计划。

When the tech company first started experimenting with self-driving technology, it modified existing cars, like a Toyota. It added multiple cameras and sensors and an onboard computer. Now Google has moved on to making its own car. The car's dome-like shape is for giving sensors the widest field of view.

当这家科技公司开始试验自动驾驶技术时，它对现有的汽车进行了改造，就像丰田汽车一样。它增加了多个摄像头、传感器和一台车载电脑。现在谷歌已经开始生产自己的汽车了。汽车的圆顶形状是为了给传感器提供最宽的视野。

A car could help put people's minds at ease about the technology. Before self-driving cars can start taking us to work, companies need to figure out issues like hitting a deer and improve basic driving functions. Companies also need to work with governments on legislation to allow driverless cars on all roads.

汽车可以让人们对这项技术放心。在自动驾驶汽车开始带我们去上班之前，公司需要解决诸如撞鹿之类的问题，并改进基本的驾驶功能。公司还需要与政府合作立法，允许无人驾驶汽车在所有道路上行驶。

Google is just one of many companies developing driverless car technology. Universities and major auto manufacturers such as BMW are working on similar vehicles. Google hopes to have its own car on the road by the end of the decade.

谷歌只是众多开发无人驾驶汽车技术的公司之一。大学和宝马（BMW）等主要汽车制造商也在研制类似的汽

车。谷歌希望在本世纪末拥有自己的汽车上路。

Unit Eight

第八单元

Task 5

任务 5

Fabric Charger

织物充电器

Imagine having jeans that charge your phone just by putting it in your pocket. That's what this material does. It was developed for the British Army. The fabric is made of yarn. The yarn can conduct electricity from a battery pack to anywhere in your clothing. It can charge your gadgets on contact.

想象一下，只要把牛仔裤放在口袋里就能给手机充电。这就是这种材料的作用。它是为英国军队开发的。这种布料是用纱线做的。这种纱线可以将电池组的电流传导到衣服上的任何地方。它可以给你的小工具充电。

The fabric has been developed by Intelligent Textiles. It can carry either power or data through a soldier's clothes, helmet, or backpack. It can charge gear that otherwise needs separate power sources.

这种织物是由智能纺织品开发的。它可以通过士兵的衣服、头盔或背包携带能量或数据。它可以为其他需要单独电源的设备充电。

The materials have been field tested. But they still need to be weather-proofed.

这些材料已经过现场测试。但它们仍然需要防风雨。

And that's all great, but could this ever make it into your home, and charge your phone or laptop someday? Right now, charging a battery still involves wires, chargers, and sockets. Inductive charging is developing. But you cannot just put your phone down on any surface and start powering up.

这一切都很好，但有一天它能进入你的家，给你的手机或笔记本电脑充电吗？现在，给电池充电还需要电线、充电器和插座。感应充电正在发展。但是你不能把你的手机放在任何表面上然后启动。

But what if your pants or jacket or bag could charge your phone, or laptop or anything else? And what if that could be combined with some kind of inductive charging? You'd be able to almost totally cut the cord with your gadgets. Yes, you'd need to charge up whatever power source you're using now and then, but keep a pair of khakis plugged in while they hang in the closet. It would be a lot different from having to remember to plug in your phone.

但是如果你的裤子、夹克或包可以给你的手机、笔记本电脑或其他东西充电呢？如果能和感应充电结合起来

呢？你可以用你的小玩意几乎完全切断电源线。是的，你需要时不时地给你正在使用的任何电源充电，但是把一条卡其裤挂在壁橱里的时候插上电源。这与必须记住插上你的手机有很大的不同。

Task 6

任务 6

Pedestrian Power on Tiles

行人电源

This summer at the largest urban mall in London, visitors may notice something different at their feet. Twenty bright green rubber tiles will decorate one of the outdoor walkways at the mall. Next to it lies the new Olympic stadium in east London.

今年夏天，在伦敦最大的城市购物中心，游客们可能会注意到脚下有些不一样的东西。20 块亮绿色的橡胶砖将装饰商场的一条室外走道。它旁边是伦敦东部的新奥林匹克体育场。

The squares aren't just ornamental. They are designed to collect the energy created by pedestrians.

广场不仅仅是装饰性的。它们被设计用来收集行人产生的能量。

It is estimated that 40 million pedestrians will use that walkway in a year. It will generate several hundred kilowatt-hours of electricity from the footsteps. That's enough to power half the mall's outdoor lighting.

据估计，一年内将有 4000 万行人使用这条人行道。它将产生几百千瓦时的电能。这足够为商场一半的室外照明供电。

The tiles were developed and produced in 2009 by a 26-year-old Londoner. The 17.7-by-23.6-inch tiles are designed to be used wherever pedestrians gather en masse: transportation hubs such as train, subway, and bus stations, airports, schools, malls. The power is generated from millions of footsteps. It can be used to power a range of lightings, signs, digital ads, etc.

这些瓷砖是一位 26 岁的伦敦人在 2009 年开发和生产的。这种 17.7×23.6 英寸的瓷砖设计用于行人聚集的地方：火车、地铁、公交车站、机场、学校、商场等交通枢纽。能量来自数百万人的脚步声。它可以用来为一系列的照明、标志、数字广告等供电。

Nearly 30 such projects have been installed in Europe. For two years now, four of its tiles have lined a hallway at a school near London. They collect energy from footsteps of its 1,100 students to keep the corridor lit. Music festival attendees' footsteps have also been controlled to charge cell phones and power lights.

欧洲已经安装了近 30 个此类项目。两年来，伦敦附近一所学校的走廊上都铺着四块瓷砖。他们从 1100 名学生

的脚步声中收集能量，以保持走廊的照明。音乐节参加者的脚步也被控制为手机和电灯充电。

理工4、

四、四

Unit One

第一单元

Task 5

任务5

Time on Its Side: Apple Watch Said to Be Raising Bar

时间对它有利：据说苹果手表提高了标准

Apple Inc's "next big thing" is coming — finally.

苹果公司的“下一件大事”终于要来了。

Apple Watch, a wearable device, is set to challenge the players in the Chinese market, much like what iPhone has done in the smartphone market.

可穿戴设备苹果手表（applewatch）将在中国市场挑战玩家，就像iPhone在智能手机市场所做的那样。

Though local companies move earlier in the wearable devices market, the U.S. tech giant's watch is set to dominate the market after its launch next year, analysts said. "There will be a great change in the coming months," said Daniel Matte, an analyst. "Smart wearable bands should not imitate but instead insist on their own unique design."

分析师表示，尽管本土企业在可穿戴设备市场的动作较早，但这只美国科技巨头的手表将在明年上市后占据市场主导地位。分析师丹尼尔·马特（Daniel Matte）表示：“未来几个月将发生巨大变化。“智能可穿戴带不应该模仿，而应该坚持自己独特的设计。”

Chinese companies have released a number of wearable devices over the past few months.

过去几个月，中国企业发布了一些可穿戴设备。

A week before the Apple Watch launch, Baidu Inc, the biggest online search provider in China, announced its first wearable device — Baidu Eye smart glasses. Lenovo Group Ltd, the world's largest personal computer maker, also launched its own smart glasses that can take photos. Xiaomi Corp, a Beijing-based smartphone brand, also introduced a 79 yuan (\$13) bracelet which can track basic movements.

在Apple Watch发布前一周，中国最大的在线搜索服务提供商百度公司（Baidu Inc.）宣布了其首款可穿戴设备

——百度眼镜。全球最大的个人电脑制造商联想集团 (Lenovo Group Ltd.) 也推出了自己可以拍照的智能眼镜。总部位于北京的智能手机品牌小米公司 (Xiaomi Corp.) 也推出了一款售价79元 (13美元) 的手镯, 可以追踪基本动作。

With a sale price of about \$350, the Apple Watch is expected to hit the market in early 2015 with more than a dozen accessory designs. After the smart watch release, Apple will dominate the wearable gadget market in 2015, threatening other players' positions, according to a report published by Forrester Research Inc.

苹果手表的售价约为350美元, 预计将于2015年初上市, 届时将推出十多款配件设计。福雷斯特研究公司 (Forrester Research Inc.) 发布的一份报告称, 智能手表发布后, 苹果将在2015年主导可穿戴设备市场, 威胁其他玩家的地位。

Task 6

任务6

Google Glass? Baidu Eye!

谷歌眼镜? 百度眼! (已考)

Baidu, China's leading search engine company, has unveiled its own eyewear called Baidu Eye.

中国领先的搜索引擎公司百度 (Baidu) 推出了自己的眼镜, 名为Baidu Eye。

It is said to be a different product from Google Glass in terms of functionality.

据说在功能上它与谷歌眼镜不同。

The company demonstrated a working prototype on September 3 at its annual Technology Innovation Conference in Beijing. It bears a similarity to Google Glass, but it has no screen. Instead, the device uses a camera to scan objects, and focuses on analyzing information around its user and beaming that to a smartphone.

9月3日, 该公司在北京举行的年度技术创新大会上展示了一款工作样机。它与谷歌眼镜相似, 但没有屏幕。取而代之的是, 该设备使用摄像头扫描物体, 并专注于分析用户周围的信息, 并将其发送给智能手机。

Baidu says the device is designed to support image search. The company's CEO Robin Li believes in five years' time, people will get used to searching by image and audio rather than text. Li has given an example of how one can take advantage of Baidu Eye, "If you are in a shopping mall and come across a woman whose skirt looks really attractive, you take a photo of her skirt using Baidu Eye, and you'll get to know where to buy one for yourself."

百度表示, 该设备旨在支持图像搜索。该公司首席执行官李彦宏认为, 五年后, 人们将习惯于通过图像和音频而不是文本进行搜索。李彦宏举了一个利用百度眼的例子, “如果你在商场里遇到一个裙子看起来真的很吸引人的

女人，你就用百度眼给她的裙子拍了张照片，你就知道在哪里可以给自己买一条了。”

According to Kaiser Kuo, Baidu's director of international communications, Baidu Eye can also recognize voice and gesture, "You can use voice commands, or gesture commands — like expanding to zoom, or circling an object in your field of view with your finger."

据百度国际传播总监郭凯泽（Kaiser Kuo）介绍，百度眼还可以识别语音和手势，“你可以使用语音命令，也可以是手势命令——比如扩展到缩放，或者用手指在视野中旋转一个物体。”

Baidu is yet to announce a release date or marketing plans for Baidu Eye.

百度目前尚未宣布百度眼的发布日期或营销计划。

Unit Two

第二单元

Task 5

任务5

Trust Me, I'm a Robot

相信我，我是个机器人

Surgery in the future will look very different. Where now there may be up to a dozen medical professionals present in the operating theater, soon there may be only two or three, with robots having taken over many of the jobs done by nurses and support staff. Even the surgeon may be elsewhere.

未来的外科手术将大不相同。现在手术室里可能有多达十几个医疗专业人员，很快可能只有两三个，机器人已经接管了护士和辅助人员的许多工作。甚至外科医生也可能在别处。

Telerobotics enables a doctor to do surgery at a distance. "It's easy to imagine a future where, if I need a medical specialist from afar, a robot could remotely become his or her eyes, hands, and ears," says Joanne Pransky, an expert on robot psychiatry.

远程机器人技术使医生能够远距离进行手术。机器人精神病学专家乔安妮·普兰斯基（Joanne Pransky）说：“很容易想象未来，如果我需要一位来自远方的医学专家，机器人可以远程变成他的眼睛、手和耳朵。”

The first medical robots are already being used in hospitals now — the da Vinci Surgical System was approved for use by the U.S. government in 2000, and more will follow.

目前，第一批医疗机器人已经在医院使用——达芬奇手术系统于2000年被美国政府批准使用，随后还会有更多机器人投入使用。

“These robots work on the ‘master slave’ concept, with the surgeon as the master,” says Dr. Ara Darzi. “The da Vinci system has three arms, and you can add a fourth, with 3D stereo imagery available during surgery. It also has a motion scaling concept, which can be scaled down to five-to-one, so you can be much more precise than a human hand could. The surgeon feels very similar sensations if he or she was working with their hands.”

Ara Darzi博士说：“这些机器人的工作原理是‘主从’概念，外科医生是主人。”。“达芬奇系统有三个手臂，你可以增加第四个手臂，手术时可以使用3D立体图像。它还有一个运动缩放的概念，可以缩小到五比一，所以你可以比人手精确得多。如果外科医生用手工作，他或她也会有类似的感觉。”

The robots act as an extension of a practitioner’s skills, which allows them to perform better by helping improve control and precision. Already robots are being used to position endoscopes, and even perform gallbladder surgery. The hope is that soon they will be able to perform major operations such as heart surgery, perhaps using nanotech tools — microscopic robots — that would make the need to crack open a patient’s chest a thing of the past.

机器人作为实践者技能的延伸，通过帮助改善控制和精度，使他们能够更好地发挥作用。机器人已经被用来定位内窥镜，甚至进行胆囊手术。希望很快他们就能进行心脏手术等大型手术，或许可以使用纳米技术工具——显微机器人——来完成，这将使打开病人胸部的需要成为历史。

Robots will also help surgeons cope with the exhaustion of long procedures, and the da Vinci system’s mechanics have been programmed to compensate for the hand tremors tired surgeons sometimes suffer from.

机器人还将帮助外科医生应对长时间手术的疲劳，而达芬奇系统的机械装置已被编程，以补偿外科医生疲劳时所遭受的手部震颤。

Task 6

任务6

Robot Revolution? Scientists Teach Robots to Learn

机器人革命？科学家教机器人学习

Would a robot serving you coffee in bed make waking up easier on weekday mornings? Could a household robot help an elderly relative who is living alone? How would you like to climb into a robotic car and eat breakfast with the kids while you’re all driven to school and work?

一个在床上为你端咖啡的机器人会让你在工作日早上更容易醒来吗？一个独居的老人可以帮助谁？当你们都开车去上学和工作的時候，你们想爬进机器人车和孩子们一起吃早餐吗？

These scenarios may sound like science fiction, but experts say they’re a lot closer to becoming reality than you

probably think.

这些场景听起来像科幻小说，但专家们说，它们比你想象的更接近现实。

Brown University roboticist Chad Jenkins expects a near-term robot revolution that will echo the computing revolution of recent decades. And he says it will be driven by enabling robots to learn more like humans do — by watching others demonstrate behaviors and by asking questions.

布朗大学的机器人专家查德·詹金斯预计，近期机器人革命将与近几十年的计算机革命相呼应。他还说，这将通过让机器人像人类一样学习——通过观察他人的行为和提问来驱动。

“The robots you’re seeing now mostly are analogous to the mainframe computers of the 1970s,” Jenkins said. “But you’re starting to see things develop. The vacuum cleaners, the drones, those are the initial steps,” he said, referring to iRobot’s Roomba vacuum cleaner, which has autonomously cleaned millions of homes since its 2002 debut.

詹金斯说：“你现在看到的机器人大多类似于上世纪70年代的大型计算机。“但你开始看到事情的发展。吸尘器，无人机，这些都是最初的步骤，”他说，指的是iRobot的Roomba吸尘器，自2002年问世以来，它已经自主清洁了数百万个家庭。

“And these platforms are going to get cheaper while becoming more capable and more

“这些平台将变得更便宜，同时功能越来越强大

compact,” he added.

他补充道。

And entrepreneurs like Dmitry Grishin, founder of a major Russian investment firm dedicated to personal robotics, have taken notice. He says the industry could be worth \$18 billion by 2015.

像Dmitry Grishin这样的企业家已经注意到了，他是俄罗斯一家主要的个人机器人投资公司的创始人。他说，到2015年，这个行业的价值可能达到180亿美元。

But to really transform, roboticists say, robots will have to evolve from machines that can perform only the tasks they’re programmed to do into automatons that can truly learn. That’s because it’s impossible to pre-program a robot for everything it will encounter in the ever-changing real world.

但是，机器人专家说，要真正实现变革，机器人必须从只能执行编程任务的机器进化为能够真正学习的机器人。这是因为不可能为机器人在不断变化的现实世界中遇到的所有事情预先编程。

“If you look at where robots are successful right now, it’s primarily in applications where the environment is very controlled, like an assembly line where everything is the same, or in the hands of experts with PhDs, where we

see them on Mars,” said Chernova.

切尔诺娃说：“如果你看看机器人目前在哪些方面取得了成功，那主要是在环境非常可控的应用领域，比如说所有东西都是一样的装配线，或者是在拥有博士学位的专家手中，我们在火星上看到了机器人。”。

“To really get them to handle the complexities of our real world,” she said, “they are going to have to be customized onsite. It’s not going to happen tomorrow, but it’s very close.”

“要真正让他们处理我们现实世界的复杂性，”她说，“他们必须在现场定制。明天不会发生，但已经很接近了。”

Such a leap could help bring robots into the mainstream.

这样的飞跃有助于机器人进入主流。

Unit Three

第三单元

Task 5

任务5

The Real-Life Barbie Doll

现实生活中的芭比娃娃

With a teeny waist, exaggerated breasts, icy-blue eyes, 21-year-old Valeria says she is the real natural deal. A real-life Barbie, that is.

21岁的瓦莱丽亚说，她有着纤细的腰，夸张的胸部，冰冷的蓝眼睛，她是真正的自然人。现实生活中的芭比娃娃。

That’s what she claims anyway, but many people doubt her claims. Whether she underwent plastic surgery or uses Photoshop remains unclear. On her blog, the model notes that she is the most famous woman on the Russian Internet because of her doll-like appeal. Hundreds of photos on her Facebook page show a wide-eyed, nearly fake-looking Valeria posing in a variety of outfits.

不管怎么说，这就是她的说法，但很多人都怀疑她的说法。她是接受了整形手术还是使用了Photoshop尚不清楚。在她的博客上，这位模特指出，她是俄罗斯互联网上最著名的女性，因为她的娃娃般的魅力。她脸书(Facebook)页面上的数百张照片显示，瓦莱丽娅睁大眼睛，看上去几乎是假的，穿着各种服装摆姿势。

The model did not return requests for comment. If Photoshop is not a factor in getting Valeria’s look, she likely underwent a barrage of plastic surgery. The president of the American Society of Plastic Surgeons (ASPS) said, plastic surgery should never be used to transform oneself into a favorite celebrity or, in this case, a play toy. He also

warns patients to keep in mind that plastic surgery is real surgery with real risks, just as with any operation, so the decision should not be taken lightly.

该模型没有返回评论请求。如果Photoshop不是瓦莱丽娅容貌的一个因素，那么她很可能接受了一系列的整形手术。美国整形外科学会（ASPS）主席说，整形手术不应该被用来把自己变成一个受欢迎的名人，或者，在这种情况下，一个玩具。他还警告患者，整形手术是真正的手术，有真正的风险，就像任何手术一样，因此不应轻视这个决定。

Whether Valeria is real or fake, photoshopped or a product of plastic surgery, the mystery of her existence is not the issue. The problem is that her unnatural image exemplifies the issue of objectification of women in today's society.

不管瓦莱丽娅是真是假，是经过photoshop处理的还是整形手术的产物，她的存在之谜并不是问题所在。问题是，她不自然的形象是当今社会女性对象化问题的例证。

Barbie has always been controversial and really changed the discussion on how girls play.

芭比娃娃一直备受争议，它确实改变了关于女孩如何玩耍的讨论。

When Barbie came into existence, play suddenly became about dressing up and looking right and it eventually played a role in how women wanted to look in real life.

当芭比娃娃出现的时候，play突然变成了打扮和打扮的正确，它最终在现实生活中扮演了一个女人想要的样子。

Valeria is an extreme example of societal expectations of perfect beauty. If society expects women to look like that, it is harder for almost any woman to totally resist it.

瓦莱丽娅是一个极端的例子，社会期望完美的美丽。如果社会期望女性看起来像那样，那么几乎任何一个女性都很难完全抵制它。

Task 6

任务6

Angelina Jolie: My Medical Choice

安吉丽娜·朱莉：我的医疗选择

My mother fought breast cancer for almost a decade and died at 56. My children never have the chance to know her and experience how loving and gracious she was. We often speak of “Mommy’s mommy”, and they asked if the same could happen to me. I have always told them not to worry, but the truth is I carry a “faulty” gene, BRCA1, which sharply increases my risk of developing breast cancer and ovarian cancer.

我母亲与乳腺癌抗争了近十年，享年56岁。我的孩子们从来没有机会认识她，也没有机会体验她是多么的慈爱和仁慈。我们经常说“妈妈的妈妈”，他们问我是否也会这样。我一直告诉他们不要担心，但事实是我携带了一个“有缺陷”的基因BRCA1，它会大大增加我患乳腺癌和卵巢癌的风险。

My doctors estimated that I had an 87 percent risk of breast cancer and a 50 percent risk of ovarian cancer. Once I knew that this was my reality, I decided to be proactive and to minimize the risk as much as I could.

我的医生估计我患乳腺癌的风险为87%，患卵巢癌的风险为50%。一旦我意识到这是我的现实，我决定积极主动，尽可能减少风险。

My own process began on Feb. 2 with a procedure known as a “nipple delay”, which rules out disease in the breast ducts behind the nipple and draws extra blood flow to the area. This causes some pain and a lot of bruises, but it increases the chance of saving the nipple.

我自己的过程是从2月2日开始的，一个被称为“乳头延迟”的程序，它排除了乳头后面乳腺导管的疾病，并将额外的血液输送到该区域。这会导致一些疼痛和许多瘀伤，但它增加了挽救乳头的机会。

Two weeks later I had the major surgery, where the breast tissue is removed and temporary fillers are put in place. The operation took eight hours.

两个星期后，我做了一个大手术，切除了乳房组织，并放置了临时填充物。手术花了八个小时。

Nine weeks later, the final surgery is completed with the reconstruction of the breasts with an implant. On April 27, I finished the three months of medical procedures that the mastectomies involved.

9周后，最后的手术完成，用植入物重建乳房。4月27日，我完成了三个月的乳房切除术。

I wanted to write this to tell other women that the decision to have a mastectomy was not easy.

我写这篇文章是想告诉其他女性，做乳腺切除手术的决定并不容易。

But it is one I am very happy that I made. My chances of developing breast cancer have dropped from 87 percent to under 5 percent. I can tell my children that they don't need to fear they will lose me to breast cancer.

但这是我很高兴我做的。我患乳腺癌的几率从87%下降到5%以下。我可以告诉我的孩子们，他们不必担心他们会因为乳腺癌失去我。

The cost of testing for BRCA1 and BRCA2, at more than \$3,000 in the United States, remains an obstacle for many women. Life comes with many challenges. The ones that should not scare us are the ones we can take on and take control of.

BRCA1和BRCA2的测试费用在美国超过3000美元，对许多女性来说仍然是一个障碍。生活中有许多挑战。那些不应该吓到我们的人是我们可以接受和控制的。

Unit Four

第四单元

Task 5

任务5

3D Print Canal House

3D打印Canal House

If you think 3D printing is only good for making flimsy paperweights, then you're pretty much right. However, a group of audacious Dutch architects have already begun 3D printing an entire canal house in Amsterdam. Is the first 3D printed house a gimmick? Definitely! Is it an experiment that pushes the possibilities for 3D printing technology and architecture? Maybe!

如果你认为3D打印只适合制作薄薄的镇纸，那么你几乎是对的。然而，一群胆大妄为的荷兰建筑师已经开始在阿姆斯特丹对整个运河房屋进行3D打印。第一个3D打印房子是个噱头吗？一定地！这是一个推动3D打印技术和建筑发展的实验吗？也许吧！

3D Print Canal House is the brainchild of DUS Architects. “KamerMaker”, Dutch for “room maker”, is their giant printer built inside a shipping container. Just a few weeks ago, KamerMaker began printing plastic furniture and walls at an empty canal-side lot in northern Amsterdam. Smaller versions of the unusual honeycomb walls have been tested on normal desktop printers, and everyone just needed to scale it up. Well, if only it were that easy.

3D打印运河之家是DUS建筑师的创意。“KamerMaker”是荷兰语中“房间制造者”的意思，是他们在集装箱内建造的巨型打印机。就在几周前，卡默马克开始在阿姆斯特丹北部运河边的一块空地上印刷塑料家具和墙壁。这种不寻常的蜂窝墙的小版本已经在普通桌面打印机上进行了测试，每个人都只需要放大它。好吧，要是这么简单就好了。

“The printer did not always manage to spread the plastic evenly, making some of the ribs of the honeycomb structure of the block uneven,” reported ARN (Australian Radio Network), to the surprise of no one who has used a 3D printer. But the architects remain optimistic. The first few printed blocks are meant to be test pieces as they improve the process.

澳大利亚广播网（ARN）报道说：“打印机并不总是能将塑料均匀地铺开，使得块体蜂窝结构的一些肋骨不均匀。”。但建筑师们依然乐观。最初的几个印刷块是为了测试，因为它们改进了工艺。

It takes about a week to print a 3-meter high block right now. The project's leader hopes to eventually get that down to two hours and finish the first of 12 rooms in a year, and the entire house in less than 3 years.

现在打印一个3米高的方块大约需要一周的时间。该项目的负责人希望最终能缩短到两个小时，并在一年内完成12个房间中的第一个，在不到3年的时间内完成整个房子。

Ultimately, 3D Print Canal House is an architectural research project, one that is very much being conducted in the public eye: you can actually buy tickets to visit the construction site for 2.50 Euros.

归根结底，3D打印运河之家是一个建筑研究项目，它在公众的视野中正在进行：实际上，你可以花2.5欧元购买参观建筑工地的门票。

The top floors will become more ornate, for example, as newer techniques are incorporated.

例如，随着新技术的应用，顶层将变得更加华丽。

They'll explore the possibilities of 3D printing, like the honeycomb walls or an entire room recycled, redesigned, and built anew. Nobody's going to move into a 3D printed house soon, but, if anyone ever does, something might be learned from this experiment by the canal.

他们将探索3D打印的可能性，比如蜂窝墙或整个房间的回收、重新设计和重新建造。没有人会很快搬进3D打印的房子，但是，如果有人搬进的话，这条运河的实验可能会学到一些东西。

Task 6

任务6

A 3D, Talking Map for the Blind (and Everyone Else)

为盲人（和其他所有人）制作的3D有声地图

These maps are made for talking and touching. And they're beautiful, too. Touch-responsive maps bring interactive way-finding to a new level, providing independence to the visually impaired.

这些地图是用来交谈和触摸的。它们也很漂亮。触控响应地图将交互式寻路提升到一个新的水平，为视障人士提供了独立性。

Center for Inclusive Design and Environmental Access (IDEA Center) tested a new kind of interactive way-finder: 3D maps that vocalize building information and directions when touched.

包容性设计与环境访问中心（IDEA Center）测试了一种新型的交互式寻路器：3D地图，当触碰时，它能说出建筑信息和方向。

The technology is designed with an important mission in mind: to help visually impaired visitors navigate public spaces like museums and college campuses.

这项技术的设计有一个重要的使命：帮助视力受损的游客在博物馆和大学校园等公共场所导航。

It's really about giving this audience, this population, a way to understand their environment.

它实际上是要给这些观众，这些人一种了解他们环境的方式。

We're providing a level of information that allows them to navigate their environment easily, without help, which gives them a sense of independence.

我们提供的信息水平使他们能够在没有帮助的情况下轻松地导航环境，这给了他们一种独立的感觉。

As guests explore the model with their hands, the map announces building names and directions for getting to destinations. A menu controlled by just three buttons lets users browse a verbal index of all points of interest.

当客人用手探索模型时，地图会显示建筑物名称和到达目的地的方向。一个由三个按钮控制的菜单允许用户浏览所有兴趣点的文字索引。

Sound effects embedded in the landscape serve as auditory landmarks for people who are visually impaired: a fountain gurgles when tapped, and a bell tower chimes.

嵌入在景观中的声音效果可以作为视觉障碍者的听觉标志：一个喷泉在敲击时发出汩汩声，钟楼会发出钟声。

The touch-responsive models solve the “last mile problem” for blind pedestrians, who can often navigate to a building or campus address using GPS, but then need help to get to the classroom building or doctor's office where they need to be.

这种触控响应模式解决了盲人行人的“最后一英里问题”，他们通常可以使用GPS导航到某个建筑物或校园地址，但随后需要帮助才能到达教学楼或医生办公室。

Though the technology has been designed for people with visual impairments, the multisensory models make way for a better experience for everyone.

虽然这项技术是为有视觉障碍的人设计的，但多传感器模型为每个人提供更好的体验让路。

Unit Five

第五单元

Task 5

任务5

Turning Cigarette Butts into Batteries

把烟头变成电池

If you see a person carelessly throwing a cigarette to the ground, what are you likely to think? That depends. If you hate people throwing things on the ground, you might think, “That person should not litter.” If you are a smoker,

you might think, “I would sure like a cigarette right now.”

如果你看到一个人不小心把烟扔到地上，你会怎么想？那要看情况了。如果你讨厌别人把东西扔在地上，你可能会想，“那个人不应该乱扔垃圾。”如果你是个烟民，你可能会想，“我现在肯定想要根烟。”

Most likely, though, you are not thinking, “You know, that unused cigarette butt could be used to make something, something amazing!”

不过，最有可能的是，你不会在想，“你知道，那根没用过的烟蒂可以用来做一些东西，一些神奇的东西！”

That is, unless you are a creative scientist. If you are, you may see a possibility where others simply see trash. That is just what has happened in South Korea. The spirit of invention can hit at the strangest times and in the most unusual places. In South Korea, it happened near a trash can.

也就是说，除非你是一个有创造力的科学家。如果你是，你可能会看到其他人只是看到垃圾。这正是韩国发生的事情。发明精神可以在最奇怪的时候和最不寻常的地方出现。在韩国，它发生在一个垃圾桶附近。

Kim Gil-Pyo is with Seoul National University. Mr. Kim says he saw people throwing away

金吉杓是首尔国立大学的学生。金先生说 he 看到有人扔东西

cigarette butts. And that got him thinking. He began wondering if something useful could be made from them.

The result? Mr. Kim and other researchers found a way to turn cigarette butts into the materials required for high-performance batteries. We often say, “One person’s trash is another person’s treasure.” And in this example, this is unquestionably true.

烟头。这让他开始思考。他开始怀疑是否可以用它们做些有用的东西。结果呢？金先生和其他研究人员发现了一种方法，可以将烟头变成高性能电池所需的材料。我们常说：“一个人的垃圾是另一个人的财富。”在这个例子中，这是毫无疑问的事实。

Kim Gil-Pyo says he and his fellow researchers looked closely at used cigarette filters. The filter is the part of the cigarette that smokers put into their mouths. Mr. Kim explains that the filters can be made into another material: carbon. He says the filters are changed through a one-step burning process. After this, he says, they are turned into an energy storage material.

金吉尔杓说，他和他的研究伙伴仔细研究了用过的香烟滤嘴。滤嘴是香烟的一部分，吸烟者把它放进嘴里。金先生解释说，这种过滤器可以制成另一种材料：碳。他说，过滤器是通过一步燃烧过程更换的。他说，在这之后，它们就变成了一种储能材料。

Carbon has many qualities that seem to make it the perfect material. Carbon can easily carry an electrical current. It also stays stable, unlikely to change, for a long time. And carbon does not cost a lot. All these qualities

make it the most popular material for making super-capacitors.

碳有许多特性，似乎使它成为完美的材料。碳很容易携带电流。它也会长期保持稳定，不太可能改变。而且碳的成本并不高。所有这些特性使它成为制造超级电容器最受欢迎的材料。

Super-capacitors are good at storing energy. They have high-powered mass. They require only a short time for re-charging. And they have a long lifecycle. Super-capacitors are used in products such as laptop computers and cell phones. They are also used in industrial energy converters, like wind turbine machines. Combining carbon and super-capacitors seems like a perfect marriage.

超级电容器擅长储能。它们的质量很高。它们只需要很短的时间重新充电。它们的生命周期很长。超级电容器用于笔记本电脑和手机等产品中。它们也用于工业能源转换器，如风力涡轮机。碳和超级电容的结合似乎是完美的结合。

Mr. Kim says that cigarette butts could affect the economy in a huge way. They could prove to be a low-cost source of carbon material. They are so cheap that smokers throw them on the ground, and you don't get much cheaper than that.

金先生说烟头会对经济产生巨大的影响。它们可以证明是一种低成本的碳材料来源。它们太便宜了，以至于吸烟者把它们扔在地上，你不会比这便宜多少。

Task 6

任务6

Growing Vegetables in Sea Water

海水种菜

Climate change has caused a rise in sea levels. This has increased the amount of salt in fresh water used on coastal farms. As a result, farmers are increasingly unable to use fields close to the sea.

气候变化导致海平面上升。这增加了沿海农场淡水中的盐含量。因此，农民越来越不能使用靠近大海的田地。

Scientists call this process "salinization" which means the mixing of salt and water. Salinization is reducing the world's irrigated lands by 1 to 2 percent every year.

科学家称这一过程为“盐碱化”，意思是盐和水的混合。盐碱化使世界灌溉面积每年减少1%至2%。

But a farmer in the Netherlands is now using a mixture of sea and fresh water to grow healthy and tasty vegetables. Marc Van started with an experiment.

但是荷兰的一位农民现在正在使用海水和淡水的混合物来种植健康美味的蔬菜。马克·范从一个实验开始。

“We put in a lot of plants in the fields and then we put them in fresh water and in sea water and all the varieties between them, and then we see which variety is surviving and which variety is dying.”

“我们在田里种了很多植物，然后把它们放在淡水和海水中，以及它们之间的所有品种，然后我们就知道哪些品种存活下来，哪些品种正在死亡。”

Mr. Van worked on the project with scientists from the Free University of Amsterdam. He

范先生和阿姆斯特丹自由大学的科学家们一起研究这个项目。他

divided a farm into eight areas. Separate pipes pumped fresh and sea water, and a computer program created water with eight levels of salinity.

把农场分成八个区。独立的管道输送淡水和海水，一个计算机程序产生了八个盐度等级的水。

Computerized measuring devices called “sensors” controlled the water levels and the levels of salinity. Mr. Van says he was able to harvest vegetables from most of the eight test areas. He says the vegetables were smaller than those grown in fresh water. But he says they also have more sugar and salt, so they taste better.

被称为“传感器”的计算机测量设备控制水位和盐度水平。范先生说，他能够从八个试验区的大部分收获蔬菜。他说这些蔬菜比在淡水中种植的要小。但他说，他们也有更多的糖和盐，所以他们尝起来更好。

The farmer grew carrots, cabbage and onions. But he found that potatoes grew better than the other vegetables in the combination of sea and fresh water. Mr. Van says four kinds of these potatoes were recently sent to Pakistan, where thousands of hectares of land have been damaged by salinization. Farmers in Pakistan will test these potatoes to see if they can be grown in those fields.

农夫种了胡萝卜、卷心菜和洋葱。但他发现土豆在海水和淡水的混合作用下比其他蔬菜长得好。范说，最近有四种土豆被运往巴基斯坦，那里数千公顷的土地因盐碱化而受损。巴基斯坦的农民将测试这些土豆，看看它们是否能在那些田地里种植。

Unit Six

第六单元

Task 5

任务5

Young Technology Expert Works to Stop Car Thefts

年轻的技术专家致力于阻止汽车盗窃（已考）

Kenya has east Africa’s largest economy. Its capital city is growing quickly, but so is the city’s crime rate.

Thieves in the capital steal an average of 10 cars each day.

肯尼亚是东非最大的经济体。它的首都城市发展迅速，但城市的犯罪率也是如此。首都的小偷平均每天偷10辆车。

Kelvin Macharia has invented a tracking device that uses computers and wireless technology to help owners know where their cars are, and find them if they are stolen. Mr. Macharia is just 24 years old. He is the CEO of Sunrise Tracking.

Kelvin Macharia发明了一种跟踪装置，它利用计算机和无线技术帮助车主知道汽车在哪里，并在汽车被盗时找到它们。马查里先生才24岁。他是日出追踪公司的首席执行官。

He began working on his invention in 2012. Using \$300 from his savings, he improved a system that was already being used to find stolen cars. His smart anti-theft system uses a computer or a mobile phone to tell owners where their cars are. Mr. Macharia says if a car is stolen, the owner can find it using his tracking device. The owner is able to send a command signal to the vehicle through a text message. It immediately stops the car from moving. Experts say this shows the power of security solutions that involve mobile technology.

他于2012年开始致力于他的发明。他用自己积蓄的300美元改进了一个已经被用来寻找被盗汽车的系统。他的智能防盗系统使用电脑或手机告诉车主他们的车在哪里。马查里说，如果一辆车被偷了，车主可以用他的追踪装置找到它。车主可以通过短信向车辆发送命令信号。它立即使汽车停止移动。专家表示，这显示了涉及移动技术的安全解决方案的威力。

Mr. Macharia used material available in Kenya to make his first tracker device. When he was satisfied with the design, he outsourced the making of the device to a factory in China. He says his company is now worth more than \$100,000 and has more than 100 companies as clients. Tony Wanga is one of those clients. He owns three minibus taxis. Car thieves in the capital have targeted these vehicles. Mr. Wanga bought trackers for each of his vehicles. The trackers cost \$250 each. He says the trackers tell him where his vehicles are. He says when the tracker is placed in one of his vehicles, he can follow its travels as he sits in his office.

马查里利用肯尼亚现有的材料制造了他的第一个跟踪器。当他对设计感到满意时，他把设备的制造外包给了中国的一家工厂。他说，他的公司现在价值超过10万美元，有100多家公司作为客户。托尼·旺加就是其中一个客户。他有三辆小型出租车。首都的盗车贼把目标锁定在这些车辆上。旺加为他的每辆车都买了跟踪器。跟踪器每只售价250美元。他说跟踪器告诉他他的车辆在哪里。他说，当跟踪器放在他的一辆车上时，他坐在办公室里就可以跟踪它的行程。

Mr. Macharia continues to develop other security products. His other security products include car alarms and

a camera hidden inside a pen. And he says he is building a wireless security camera that will be able to store video information for long periods of time.

马查里亚先生继续开发其他安全产品。他的其他安全产品包括汽车报警器和藏在钢笔里的照相机。他说，他正在建造一个无线安全摄像头，可以长时间存储视频信息。

Mr. Macharia hopes his technological innovations give his clients the security and safety they want and need.

马查里亚希望他的技术创新能给客户带来他们想要和需要的安全保障。

Task 6

任务6

Talking Cars: The Vehicle of the Future

会说话的汽车：未来的交通工具

Something else could be coming soon to a vehicle near you: more technology, the kind that could help your car talk to others around it. Unlike some proposed cars of the future, it would not actually do the driving for you. But it could warn you about what other drivers are doing. The U.S. government may require this feature in the future, but it would add to the cost of the car.

你身边的汽车很快就会有其他的东西出现：更多的技术，这种技术可以帮助你的车与周围的人交流。与一些未来的汽车不同，它并不能真正为你驾驶。但它可以提醒你其他司机在做什么。美国政府将来可能会要求这项功能，但这会增加汽车的成本。

Vehicles of the future could be cars that talk to the driver and each other. The U.S. government wants them on the road soon, pushing for technology that would warn drivers of danger coming from any direction.

未来的车辆可以是与司机和彼此交谈的汽车。美国政府希望他们能尽快上路，推动技术进步，警告司机来自任何方向的危险。

It's called vehicle-to-vehicle technology. Cars would send wireless messages to each other within about 300 yards, communicating information like speed, direction and GPS position ten times per second. When cars share this information, they can account for all the vehicles around them, which means they are able to identify possible crashes.

这叫做车对车技术。汽车在大约300码范围内互相发送无线信息，以每秒10次的速度、方向和GPS位置等信息进行通信。当汽车共享这些信息时，它们可以解释周围所有的车辆，这意味着它们能够识别出可能发生的车祸。

The technology sees around corners, over hills and through other vehicles. For example, my car will tell me that

there are five cars just ahead of me, and I can slow down beforehand while the vehicle ahead sends my car a message giving me enough time to react.

这项技术可以看到拐角处、山上和其他车辆。例如，我的车会告诉我前面有五辆车，我可以提前减速，而前面的车会给我的车发送一条信息，让我有足够的时间做出反应。

33,000 Americans are killed and 2.3 million injured in car crashes every year. The Department of Transportation (DoT) predicts, talking cars could prevent up to 80 percent of crashes involving sober drivers.

每年有33000名美国人死于车祸，230万人受伤。交通部（DoT）预测，会说话的汽车可以防止高达80%的交通事故发生清醒的司机身上。

Five major car companies have been working with DoT on developing and testing the

五大汽车公司一直在与DoT合作开发和测试

technology. 3,000 cars are already using it as part of a government pilot test. Sometime after 2016, the U.S. government hopes your car will be able to communicate with you.

技术。3000辆汽车已经在使用它作为政府试点试验的一部分。2016年之后的某个时候，美国政府希望你的车能够与你沟通。

While DoT hopes to make this technology the rule by 2016, it will still need the public to weigh in before anything is finalized. Now, as for privacy, the government says that data sent between cars doesn't record personal information, so your privacy should not be compromised.

虽然美国运输部希望在2016年前将这项技术作为一项规则，但在任何事情最终确定之前，它仍然需要公众的参与。现在，关于隐私问题，政府说在汽车之间发送的数据不记录个人信息，所以你的隐私不应该受到损害。

Unit Seven

第七单元

Task 5

任务5

The Company Leading the Future of Farming

引领未来农业发展的公司

Here's a crazy idea: Combine bioprinting and tissue engineering to "print" animal products and tackle some of the planet's biggest problems. Animal farming, after all, accounts for about half of all human-caused greenhouse gases, taking place on one-third of the available, non-frozen land on Earth, all to feed people's appetites for 300

million tons of meat a year.

这里有一个疯狂的想法：结合生物打印和组织工程来“打印”动物产品，解决地球上一些最大的问题。毕竟，畜牧业大约占人类温室气体排放量的一半，在地球上三分之一的可利用的非冰冻土地上进行，所有这些都是为了满足人们每年3亿吨肉的胃口。

Modern Meadow is a Missouri-based startup that engineers tissues to create lab-grown edible meat, in a process that eliminates many of the negative environmental effects associated with traditional livestock practices.

Modern Meadow是一家总部位于密苏里州的初创企业，它通过组织工程来制造实验室培育的可食用肉，这一过程消除了许多与传统家畜养殖方式相关的负面环境影响。

The company claims that by carefully layering mixtures of cells of different types in a specific structure, in vitro meat production becomes feasible. It's set a short-term goal of printing a sliver of meat around two centimeters by one centimeter, and less than half a millimeter thick, which is edible.

该公司声称，通过将不同类型的细胞混合在一个特定的结构中仔细分层，体外肉制品生产就变得可行了。它设定了一个短期目标，印刷一条大约2厘米乘1厘米，厚度不到半毫米，可以食用的肉片。

The company explains in a submission to the United States Department of Agriculture: “The technology has several advantages in comparison to earlier attempts to engineer meat in vitro. The bio-ink particles can be reproducibly prepared with mixtures of cells of different types. Printing ensures consistent shape, while post-printing structure formation and maturation in the bioreactor facilitates conditioning.”

该公司在提交给美国农业部的一份报告中解释说：“与早期的体外培养肉制品的尝试相比，这项技术有几个优势。利用不同类型细胞的混合物可重复制备生物墨水颗粒。印刷确保了一致的形状，而印后结构的形成和生物反应器的成熟有助于调节。”

However, it admits that the road ahead is strewn with difficulties. “The consumer acceptance of such products may not be without challenges. We expect it will first appeal to culinary early-adopter consumers and the segment of the vegetarian community that rejects meat for ethical reasons. With reduction in price, it can reach the masses with religious restrictions on meat consumption (people restricted to Hindu, Kosher, Halal diets) and finally populations with limited access to safe meat production.”

然而，它承认前面的道路充满了困难。“消费者对此类产品的接受程度可能并非没有挑战。我们预计它将首先吸引烹饪的早期消费者和素食社区的一部分，因为道德原因拒绝吃肉。随着价格的降低，它可以惠及对肉类消费有宗教限制的大众（限制食用印度教、犹太教、清真饮食的人），最后达到安全肉类生产有限的人群。”

Whatever the final outcome, lab-grown edible meat is no longer in the realm of science fiction. It is coming.

不管最终结果如何，实验室培育的可食用肉已不再是科幻小说的范畴。它来了。

Task 6

任务6

Can GM Food Help Combat World Hunger?

转基因食品能帮助对抗世界饥饿吗？

By 2050, the world's population is projected to rise to 9 billion from just over 7 billion currently. Proponents of genetically modified foods say they are safe and can boost harvests even in bad conditions by protecting against pests, weeds and drought. This, they argue, will be essential to meeting the needs of a booming population in decades to come and avoiding starvation.

到2050年，世界人口预计将从目前的70多亿增加到90亿。转基因食品的支持者说，转基因食品是安全的，即使在恶劣的条件下也可以通过防止害虫、杂草和干旱来提高收成。他们认为，这对于满足未来几十年人口激增的需求和避免饥饿至关重要。

However, Doug Gurian-Sherman, senior scientist for the food and environment program at the Union of Concerned Scientists, an advocacy group, said genetic engineering for insect resistance has provided only a modest increase in yields since the 1990s and drought-resistant strains have only modestly reduced losses from drought.

然而，维权组织关注科学家联盟（Union of Concerned Scientists）食品与环境项目的高级科学家道格·古里安·谢尔曼（Doug Gurian Sherman）表示，自上世纪90年代以来，抗虫基因工程仅使产量略有增加，抗旱品种也只是适度减少了干旱造成的损失。

Moreover, he said conventional crossbreeding or cross-pollinating of different varieties for desirable traits, along with improved farming, is getting better results, boosting yields at a lower cost. In fact, much of the food Americans eat has been genetically modified by those conventional methods over thousands of years, before genetic engineering came into practice.

此外，他说，传统的杂交育种或不同品种的异花授粉以获得理想的性状，加上改良的农业，正在取得更好的结果，以较低的成本提高产量。事实上，美国人吃的很多食物，在基因工程付诸实践之前，已经通过这些传统方法进行了基因改造。

“Overall, genetic engineering does not get nearly the bang for the buck as conventional breeding and improve agricultural practices,” Gurian-Sherman said. His organization advises caution on GM foods and favors labeling, though it acknowledges the risks of genetic engineering have sometimes been exaggerated.

古里安说，总体而言，传统的农业育种并没有得到改善。他的组织建议人们谨慎对待转基因食品，并支持贴标签，尽管它承认基因工程的风险有时被夸大了。

Andrea Roberto Sonnino, chief of research at the U.N. food agency, said total food production at present is enough to feed the entire global population. The problem is uneven distribution, leaving 870 million suffering from hunger. He said world food production will need to increase by 60 percent to meet the demands of 9 billion by 2050. This must be achieved by increasing yields, he added, because there is little room to expand cultivated land used for agriculture.

联合国粮食署（U.N.FoodAgency）研究主管安德烈·罗伯托·索尼诺（Andrea Roberto Sonnino）说，目前粮食总产量足以养活全球人口。问题是分配不均，使8.7亿人挨饿。他说，世界粮食产量需要增加60%，以满足2050年90亿的需求。他补充说，这必须通过增加产量来实现，因为用于农业的耕地几乎没有扩张的空间。

Genetically modified foods, in some instances, can help if the individual product has been assessed as safe, he said. “It’s an opportunity that we cannot just miss.”

他说，在某些情况下，如果单个产品被评估为安全的话，转基因食品会有所帮助。“这是一个我们不能错过的机会。”

Unit Eight

第八单元

Task 5

任务5

Diary of a Space Zucchini

太空西葫芦日记

June 17

6月17日

Excitement is in the air. Gardener said we will soon be returning to Earth. Our part of the mission is nearly complete and the new crew will take over for us. I am a bit worried about Broccoli, Sunflower, and me. If Gardener leaves, who will take care of us? And what about little Zuc? He is now a big sprout and ready to branch out on his own. Gardener talked about pressing us. I am not sure what that means; this does not sound good.

空气中弥漫着兴奋。园丁说我们很快就要返回地球了。我们的任务已经接近完成，新的船员将接替我们。我有点担心花椰菜，向日葵和我。如果园丁走了，谁来照顾我们？小祖克呢？他现在是个大人物，准备独立发展了。园

丁说要催促我们。我不知道那是什么意思，这听起来不太好。

June 21

6月21日

Gardener and crew wore their spacesuits today. This is something Broccoli, Sunflower, little Zuc and I do not have. They spent time in the part of the spaceship that breaks off and falls back to Earth. It is very cramped inside. It must be their version of a seed pod.

园丁和船员们今天穿着太空服。这是西兰花，向日葵，小祖克和我没有的东西。他们花了很多时间在飞船的那一部分，那部分发生了故障，然后又落回了地球。里面很挤。一定是他们的种子荚。

June 24

6月24日

Sunflower is going to seed! His blossom is wilted-brown and has a few lopsided packed seeds. This is not quite normal, but then, we are living on the frontier and things are different here. They are not ready now; I wonder if they will be by the time Gardener is with his seed pod.

向日葵要开花了！他的花枯萎了，有一些不均匀的种子。这不太正常，但是，我们生活在边疆，这里的情况不同。它们现在还没有准备好；我想知道当园丁带着他的种子荚的时候它们是否已经准备好了。

June 26

6月26日

Gardener has this big book. He called it an atlas, a map of Earth. It is normally kept by the big window but now it is stuck to the wall right next to Broccoli, Sunflower, little Zuc, and me. He also transplanted us into new bags. This time the bags are very small, just enough to contain our root ball and a splash of water. He told us that he will soon be leaving and that we will return later in the belly of a Dragon.

园丁有一本大书。他称之为地图集，地球地图。它通常放在大窗户旁边，但现在它贴在墙上，就在花椰菜、向日葵、小祖克和我旁边。他还把我们移植到新袋子里。这次的袋子很小，只够装我们的根球和一滴水。他告诉我们他很快就要走了，我们稍后会回到一条龙的肚子里。

July 1

7月1日

Today Gardener and his crew will depart in their seed pod; the replacement crew is ready to carry on in their place. He is wearing his spacesuit undergarments. Not too stylish but functional. He gave all of us an extra long smell. His nose twitched with the slightest tickle from the leaf hairs on little Zuc. He said that what will be is for the best. It

has been a wonderful journey; one chapter is closing, another is opening. He had tears in his eyes, not just a small drop at the corners but a pool that was making him blink. He reached up and turned out the light. In the frontier you should not be afraid of the dark.

今天，园丁和他的船员将离开他们的种子舱；替代船员准备继续在他们地方。他穿着太空服内衣。不太时髦，但实用。他给了我们所有人一种超长的气味。他的鼻子抽搐着，因为小祖克身上的叶毛有一点痒痒。他说一切都是最好的。这是一段美妙的旅程，一章即将结束，另一章即将开启。他眼里含着泪水，不只是角落里的一滴泪，还有一个让他眨眼的池子。他伸手把灯关了。在边疆你不应该害怕黑暗。

Task 6

任务6

Space Elevator: Expert Q&A

太空电梯：专家问答

Why build a space elevator?

为什么要建造太空电梯？

The space elevator will reduce the cost of getting from Earth to space. It will also allow us to take very large payloads into space very easily, very safely. Because of that, we can build cities on the moon. We can build space stations. We can build large solar arrays in space to collect energy from the sun and beam it down to Earth.

太空电梯将减少从地球到太空的费用。它还将使我们能够非常容易、非常安全地将非常大的有效载荷送入太空。因此，我们可以在月球上建造城市。我们可以建造空间站。我们可以在太空中建造大型太阳能电池阵列来收集太阳的能量并将其传送到地球上。

Why not just use rockets instead?

为什么不直接用火箭呢？

Rockets are very expensive. The shuttle costs \$10,000 a pound to put a payload into low-Earth orbit, and if you want to go to the moon or Mars, it's hundreds of thousands of dollars per pound or more. Rockets are also very limited in the amount of payload they can carry, and they're risky. With a space elevator, the cost is a fraction of that — it may go down to 100th or 1,000th of current costs — and there are no rocket engines that might explode.

火箭很贵。航天飞机将有效载荷送入近地轨道的成本为每磅1万美元，如果你想去月球或火星，每磅要几十万美元甚至更多。火箭的有效载荷也非常有限，而且很危险。使用太空电梯，成本只是其中的一小部分——它可能下降到当前成本的100%或1000%——而且没有可能爆炸的火箭发动机。

What would it be like to ride the elevator?

坐电梯会是什么感觉？

You'd go to an ocean platform, you'd climb into a module, and you'd feel it start moving. You'd see the Earth fall away. In just a half hour or so, you'd pass up through the clouds, and you'd start to see the curve of the horizon. Another half an hour to an hour later, you'd basically be in space. You'd see stars, even in the middle of the day. Eventually you'd be weightless. It'd be a very smooth ride; there wouldn't be any shaking.

你会去一个海洋平台，你会爬进一个模块，你会感觉到它开始移动。你会看到地球崩塌。再过半小时左右，你就会穿过云层，开始看到地平线的曲线。再过半个小时到一个小时，你基本上就进入太空了。你会看到星星，即使是在中午。最终你会失重。这将是一个非常平稳的旅程，不会有任何震动。

Are there potential drawbacks to opening space this way?

以这种方式打开空间是否有潜在的缺点？

Everything we do has the potential for creating some bad. If we mine an asteroid, the asteroid's going to look ugly, just like a mine here. But I think the benefits of opening up space far outweigh the damage that we can see — benefits in terms of gaining energy from space to replace oil, additional capabilities in telecommunications, manufacturing in space, additional real estate and exploration.

我们所做的每件事都有可能造成一些不好的结果。如果我们开采一颗小行星，它看起来会很难看，就像这里的地雷一样。但我认为，开放太空的好处远远大于我们能看到的损害——从太空获取能源以取代石油、增加电信能力、太空制造、增加房地产和勘探等方面的好处。

人文 3

Unit One

第一单元

Task 5

任务5

Families Having Fewer Children Nowadays

现在孩子少的家庭

Most couples who get married or decide to live together generally plan to have children. Several years ago, having big families was common and people thought of this as an advantage. That was mainly because children

began working at an early age to help provide for the family. But with the changing times and with the cost of living getting higher every single year, having a big family is no longer considered a practical option. In fact, more and more couples choose to have only one child and some do not have any desire to become parents at all.

大多数结婚或决定同居的夫妇一般都计划生孩子。几年前，拥有大家庭很普遍，人们认为这是一种优势。这主要是因为孩子们很小就开始工作以帮助养家。但随着时代的变化和生活成本的逐年提高，拥有一个大家庭不再是一个切实可行的选择。事实上，越来越多的夫妇选择只生一个孩子，有些夫妇根本没有成为父母的愿望。

Indeed, the trend of having fewer children started a few decades ago. According to the Australian Institute of Family Studies, by 1986, women aged 40 to 44 years, were considerably more likely to have given birth to two children than three children (36% vs. 27%) or four or more children (19%).

事实上，少生孩子的趋势始于几十年前。根据澳大利亚家庭研究所的数据，到1986年，40至44岁的妇女生两个孩子的可能性比三个孩子（36%对27%）或四个或四个以上的孩子（19%）大得多。

However, taken together, women were still more likely to have had three or more children than to have had two children (46% vs. 36%).

然而，总的来说，女性生三个或更多孩子的可能性仍然高于生两个孩子的可能性（46%对36%）。

Two decades ago, women were more likely to have had two children than three or more children — a trend that was most marked in the most recent period (38% vs. 25% in 1996; 38% vs. 22% in 2006).

20年前，妇女生两个孩子的可能性比生三个或三个以上的孩子要多——这一趋势在最近一个时期最为明显（1996年为38%，2006年为25%；2006年为38%对22%）。

Nowadays, most families in Australia have two children. But the number of women who had given birth to a single child increased progressively from only 8% in 1981 to 13% in 2006, and it should be even bigger nowadays.

现在，澳大利亚大多数家庭都有两个孩子。但是，生育一个孩子的妇女人数从1981年的8%逐步上升到2006年的13%，现在应该会更大。

The U.S. Census Bureau states that there are approximately 14 million only children in America today. This comprises 20% of the children's population compared to only 10% around fifty years ago.

美国人口普查局称，今天美国大约有1400万独生子女。这一比例占儿童人口的20%，而50年前只有10%。

Task 6

任务6

Stop Yelling at Your Kids

别对你的孩子大喊大叫（已考）

Parenting is hard. If you're a parent, I'm sure that I don't need to tell you that our job is a tough one. When you're managing children, it can be difficult to remember that they are still learning. If you find that you are yelling at your kids more often than you want to, here are some ways that can help you reduce the yelling. I've been working on this for the past few months and I have to say, it's been amazing for both the kids and me.

为人父母很难。如果你是父母，我相信我不需要告诉你我们的工作很艰难。当你管理孩子时，很难记住他们还在学习。如果你发现你对孩子大喊大叫的次数比你想要的要多，这里有一些方法可以帮助你减少吼叫。在过去的几个月里，我一直在研究这个问题，我不得不说，这对我和孩子们来说都太棒了。

If you are having an argument with your child, you need to make sure you both take the time to really listen. It gives both of you time to think and really listen to each other, which is important. Kids are more likely to listen to you if you listen to them!

如果你和你的孩子吵架，你需要确保双方都花时间认真倾听。这给了你们两个思考和倾听对方意见的时间，这很重要。如果你听孩子们的话，他们会更愿意听你的！

One of your biggest struggles is to remind yourself of appropriate expectations. You can't expect that your youngest acts as responsibly as your oldest. You should lower your expectations — taking into consideration things like their age — it can make a big difference.

你最大的困难之一就是提醒自己适当的期望。你不能指望你最小的孩子和你最大的孩子一样负责。你应该降低你的期望值——考虑到他们的年龄等因素——这会产生很大的影响。

You should do your best to take a moment before yelling and take in a deep breath. It makes a world of difference for you. Instead of yelling, you'd better whisper. It can also help diffuse any situation by making things quieter, not louder. Besides, the more time you spend with your kids, the better you'll get at communicating with them, You're both more likely to understand each other.

你应该尽你所能在叫喊前花一点时间深呼吸。这对你来说有很大的不同。与其大喊大叫，不如低声说。它还可以通过使事物变得更安静而不是更大声来帮助分散任何情况。另外，你和孩子相处的时间越多，你就越善于与他们沟通，你们就越有可能互相理解。

If your children aren't listening or it seems they only don't listen to you, you don't take it personally. You should remind yourself that your kids are still learning and they're not going to be perfect.

如果你的孩子不听你的话，或者他们似乎只是不听你的话，你就不会把它当个人的事。你应该提醒自己，你的孩子还在学习，他们不可能十全十美。

Unit Two

第二单元

Task 5

任务5

Caring for the Elderly

照顾老人

Caring for the elderly is not an easy task, and there are no hard and fast rules on how it should be done. Here are some tips you can apply to make life easier and happier for both you and the person in your care.

照顾老人并不是一件容易的事，对如何照顾老人也没有硬性规定。以下是一些你可以应用的技巧，让你和你所照顾的人的生活更轻松、更快乐。

Establish a routine.

建立一个惯例。

Organize the performance of daily activities in a routine manner, so that they are performed in the same way and at the same time every day. This routine will establish a sense of structure and increase feelings of control and safety. However, this routine can be broken with unplanned events occasionally, as elderly people may find the routine structure too boring and restrictive.

组织日常活动的开展，做到每天在同一时间、同一时间进行。这套程序将建立一种结构感，增加控制感和安全感。然而，这种惯例偶尔也会被意外事件打破，因为老年人可能会发现常规结构过于枯燥和限制。

Get to know them.

了解他们。

It is important that you get to know the elderly in your care, their daily habits, likes and dislikes, etc. The better you know the person, the higher the quality of care you can provide.

了解你所照顾的老人，了解他们的日常生活习惯、好恶等等，这一点很重要。你越了解这个人，你能提供的护理质量就越高。

Treat them with respect.

尊重他们。

If elderly people do not have your respect, they will feel like they are being pushed around or asked to do things that they don't want to. This can lead to a bad relationship. By treating elderly persons in your care with respect, you

can develop a strong bond with them. Besides, you can talk to them like adults, show your love and respect, which will not only make them feel good, but may also gain you their respect in return.

如果老年人没有你的尊重，他们会觉得自己被人推着走，或者被要求做他们不想做的事情。这会导致一段糟糕的关系。通过尊重你照顾的老人，你可以与他们建立牢固的关系。另外，你可以像成年人一样和他们交谈，表达你的爱和尊重，这不仅会让他们感觉良好，而且可能会得到他们的尊重。

Mental stimulation.

精神刺激。

It is better to try to keep them occupied with challenging games, like crosswords or chess, which will keep their minds sharp. They like to discuss world events and their life histories with you. This will give the elderly people a feeling of self-worth and make them feel needed.

最好试着让他们忙于挑战性的游戏，比如纵横填字游戏或国际象棋，这样可以让他们保持头脑敏锐。他们喜欢和你讨论世界大事和他们的生活史。这将给老年人一种自我价值感，使他们感到需要。

Social interaction.

社会互动。

Organize and encourage social interaction. Remaining connected to other people and the world is important for the elderly. It keeps the elderly feeling more engaged. Encourage them to talk to other residents or participate in games, discussions or day trips. Help them to develop a strong relationship with a neighbor. It is important for the elderly to talk to others and make friends.

组织和鼓励社会交往。对老年人来说，保持与他人和世界的联系是很重要的。它让老年人感觉更投入。鼓励居民参加讨论或其他活动。帮助他们与邻居建立牢固的关系。对老年人来说，与他人交谈和交朋友是很重要的。

Task 6

任务6

Demand for Elderly Care Services in China Is Rising Continually

我国对养老服务的需求不断增长

The number of elderly people aged above 60 has increased. Demand for elderly care services in China will continue to rise due to the increased aging population. The number of elderly people aged above 60 was over 200 million in 2012, and will be 300 million in 2025 and 400 million in 2034, according to the experts.

60岁以上老年人增加。由于人口老龄化的加剧，中国对养老服务的需求将继续上升。据专家介绍，2012年60

岁以上老年人口超过2亿，2025年将达到3亿，2034年将达到4亿。

It will be a tough challenge for China to deal with, due to the increasing rates of urbanization and a decreasing birth rate. The Chinese people will be facing a big challenge if we do not have enough money when we get older.

由于城市化率的不断提高和出生率的下降，这对中国来说将是一个严峻的挑战。如果我们长大后没有足够的钱，中国人民将面临一个巨大的挑战。

The United Nations defines an aging society as one that has 10 percent of its population at or above the age of 60.

联合国对老龄化社会的定义是人口的10%在60岁以上。

When most developed countries were classed as an aging society, their gross domestic product (GDP) per capita stood at between 5,000 to 10,000 U.S. dollars or above. However, China became an aging society in 2001, and its GDP per capita was only 1,000 U.S. dollars. It was 6,000 U.S. dollars in 2012. China's economic foundation for an elderly society is fragile.

当大多数发达国家被划为老龄化社会时，它们的人均国内生产总值（GDP）在5000至10000美元或以上。然而，2001年中国进入老龄化社会，人均国内生产总值只有1000美元。2012的6000美元，中国的老龄社会的经济基础是脆弱的。

On September 13, 2013, the State Council issued a guideline to speed up the development of China's elderly care services, hoping to complete a social care network for its elderly by 2025.

2013年9月13日，国务院发布了《关于加快发展我国养老服务业的指导意见》，希望到2025年建成我国社会养老服务网络。

Unit Three

第三单元

Task 5

任务5

A Safer Community

更安全的社区

The Wichita Falls Police Department is trying to help curb crime in neighboring communities throughout the city. On Saturday Wichita Falls Police gave a free two-hour presentation to help locals keep their community crime free.

威奇托福尔斯警察局正试图帮助遏制城市周边社区的犯罪。上周六，威奇托瀑布警方免费提供了两个小时的报告，以帮助当地人避免社区犯罪。

More than 20 people showed up at the Martin Luther King Center in east Wichita Falls to be part of the presentation.

超过20人出现在东威奇托瀑布的马丁·路德·金中心参加了演讲。

Wichita Falls Police Officer Jeff Hughes said that they wanted to make sure the folks out there were aware they were doing everything to take away the opportunity from a bad guy.

威奇托福尔斯警官杰夫·休斯说，他们想确保外面的人知道他们做了一切事情来夺走一个坏人的机会。

Hughes reminded those in attendance that their homes could be an open invitation to criminals. One of the biggest ways to prevent crime, according to Hughes, is to use CPTED, also known as Crime Prevention Through Environmental Design.

休斯提醒在场的人，他们的家可能是对罪犯的公开邀请。休斯认为，预防犯罪的最大方法之一是使用CPTED，也称为通过环境设计预防犯罪。

“The biggest site, that we are dealing with now, that we are endorsing fully, is Nextdoor and it’s simply just nextdoor.com.”

“最大的网站，我们现在正在处理，我们完全支持，是Nextdoor，它只是nextdoor.com网站。”

The site is free and it helps locals set up a virtual community that they can interact with from the comfort of their own home.

这个网站是免费的，它帮助当地人建立一个虚拟社区，他们可以在自己家里舒适地与之互动。

“With www.nextdoor.com it all happens in a web based program where if you send something out it gets to that group or that person instantly, and they will get an alert on their phone or an email,” said Hughes.

“与www.nextdoor.com网站这一切都发生在一个基于网络的程序中，如果你发送了一些东西，它会立即发送到那个组或那个人，他们会在他们的电话或电子邮件中收到警报。

According to Hughes, he has already seen a positive impact locally from the site and hopes it can continue to expand in Wichita Falls.

据休斯说，他已经看到该网站在当地的积极影响，并希望它能继续扩大在威奇托瀑布。

Task 6

任务6

Making Your Home a Safer Place

让你的家更安全

We all tend to think that we are safe in our homes but unfortunately, many homes are not as safe as they are supposed to be. It is impossible to make your home 100% burglar-proof but there are ways to improve your home safety.

我们都倾向于认为我们在家里是安全的，但不幸的是，许多家庭并不像他们想象的那样安全。这是不可能使你的家100%防盗，但有办法提高你的家庭安全。

Always lock the door and windows when you go out for work or even if you are inside the house.

当你外出工作时，即使你在家里，也要锁好门窗。

The burglars can take advantage of the opportunity in a minute.

窃贼一分钟就能抓住这个机会。

Be suspicious of strangers. You can never know who is pretending to conduct a research or who is using it as a disguise to see if your home is worth breaking in.

怀疑陌生人。你永远不知道是谁在假装进行研究，或是谁在用它来伪装，看看你的家是否值得破门而入。

Never leave valuables or cash in visible places. Hide them out of sight because they may attract burglars.

不要把贵重物品或现金放在显眼的地方。把它们藏在看不见的地方，因为它们可能招来窃贼。

Do not leave the door key under planters, doormats or similar hiding places. The burglars know exactly where to look for it.

不要把门钥匙放在花盆、门垫或类似的隐蔽处。窃贼知道去哪里找。

Teach your children not to open the door or answer the phone when they are home alone. Although it is better to make an impression that your house is not empty, children may unintentionally reveal too much, for example, when the home is empty.

教你的孩子在家时不要开门或接电话。虽然最好让人觉得你的房子不是空的，但孩子们可能会无意中透露太多，例如，当家里是空的时候。

Consider installing an alarm system. A loud sound alarm usually drives the burglars away before they can steal anything from your home.

考虑安装一个报警系统。一声巨响的警报器通常会在窃贼偷你家里的东西之前把他们赶走。

Make sure you have good lighting outside during the night. Well-lit homes are deterring the burglars because they increase the risk of being noticed while sticking around the house or trying to break in.

晚上一定要保证室外有良好的照明。灯火通明的房子能阻止窃贼，因为它们增加了在房子周围逗留或试图破门而入时被发现的风险。

Unit Four

第四单元

Task 5

任务5

Crime Prevention

预防犯罪

The law defines youthful offenders (age 18 or under) as “delinquent” if they commit offenses.

法律规定青少年罪犯（18岁或18岁以下）犯了罪就被定义为“犯罪”。

As for the same offenses, the court would consider an adult as a “criminal”. “Status offenders” are juveniles who commit offenses appropriate only to juveniles, such as truancy from school. Here are a few ideas to help prevent your children from becoming delinquent.

对于同样的罪行，法院将把成年人视为“罪犯”。“身份犯”是指犯下仅适用于未成年人的罪行的青少年，例如逃学。以下是一些有助于防止孩子犯罪的方法。

Keep your children in school to help prevent delinquency. Minor offenses, such as truancy, can lead to more serious offenses. Make clear to your children your expectations about their school attendance. Meet with school officials if necessary.

让你的孩子留在学校帮助防止犯罪。轻罪，如逃课，会导致更严重的犯罪。告诉你的孩子你对他们出勤率的期望。如有必要，与学校官员会面。

Exercise adequate supervision. Juveniles rarely commit serious offenses while under the supervision of an adult. Seek the assistance of your local service agencies if you feel you cannot control your children. Attend parenting classes, or join a local support group if you are having trouble understanding how to exercise discipline.

充分监督。青少年在成年人的监督下很少犯严重罪行。如果你觉得你不能控制你的孩子，请寻求当地服务机构的帮助。参加育儿课程，或者加入一个当地的支持小组，如果你不明白如何遵守纪律。

Educate your children about the dangers of drugs. Drug offenses and addiction can have serious consequences for your children. Let your children know you will not tolerate drug use. Stay informed about drug use trends in children.

教育你的孩子毒品的危害。毒品犯罪和上瘾会给你的孩子带来严重后果。让你的孩子知道你不能容忍吸毒。随时了解儿童用药趋势。

Get your children involved in after-school recreational activities, sports, community service or other positive activities. Young people with positive outlets for their energy are more likely to do well in school and avoid the problems of delinquency.

让你的孩子参加课后的娱乐活动、体育活动、社区服务或其他积极的活动。有积极能量释放渠道的年轻人更有可能在学校取得好成绩，避免犯罪问题。

Know who your children's friends are. Show an interest in your children's social life and peer groups. Peer pressure may have a bad effect on teenagers and young people. Do not allow your children to associate with juvenile delinquents.

知道你孩子的朋友是谁。对孩子的社交生活和同龄人表现出兴趣。同龄人的压力可能会对青少年产生不良影响。不要让你的孩子与少年犯交往。

Task 6

任务6

Steps to Prevent Internet Crimes

预防网络犯罪的措施

The Internet has been a common part of our daily life. As millions of people have access to the Internet, criminals look for potential victims online. Children are especially vulnerable to online predators. Criminals may lure them into inappropriate chat rooms or ask them to go out, which may do them great harm. Here are a few ideas to protect yourself and your family from becoming a victim of Internet crimes.

互联网已经成为我们日常生活的一部分。随着数以百万计的人可以上网，犯罪分子在网上寻找潜在的受害者。儿童特别容易受到网上掠食者的攻击。犯罪分子可能会引诱他们进入不合适的聊天室或要求他们出去，这可能会给他们带来很大的伤害。以下是一些保护你自己和你的家人免受网络犯罪之害的建议。

Install anti-spyware and antivirus software. Anti-spyware helps prevent spyware from being used.

安装反间谍软件和防病毒软件。反间谍软件有助于防止间谍软件被使用。

Installing antivirus software helps prevent your computer from being infected with a virus.

安装防病毒软件有助于防止计算机感染病毒。

Turn on your firewall. This helps prevent hackers from getting information such as passwords to bank accounts

and other information they could use to steal funds or steal your identity.

打开防火墙。这有助于防止黑客获取信息，如银行帐户的密码和其他信息，他们可以用来窃取资金或窃取你的身份。

Help your children choose the websites they go to. Set rules and limits for your children to use the Internet. Use software that blocks out certain inappropriate websites in case you can't keep an eye on them all the time.

帮助你的孩子选择他们要去的网站。给你的孩子设定使用互联网的规则和限制。使用软件来屏蔽某些不合适的网站，以防你不能一直盯着它们。

Talk with your children about Internet crimes. Tell children to talk to you about anything that happens inappropriate to them online.

和你的孩子谈谈网络犯罪。告诉孩子们在网上发生的任何不恰当的事情都要告诉你。

Use secured websites when purchasing items online and giving credit card numbers. When you are suspicious of the website, check it out before you pay any money.

使用安全网站时，在线购买物品和提供信用卡号码。当你对这个网站产生怀疑时，在付钱之前先检查一下。

Report suspected Internet crimes. You can contact your local police office to report Internet crimes and they will send a special agent to look into the matter.

举报涉嫌网络犯罪。你可以联系你当地的警察局举报网络犯罪，他们会派一名特别探员调查此事。

任务5

Public Speaking

公开演讲

Public speeches are speeches delivered in public for a special purpose such as open class lectures or seminars in a university, religious preachings in the church, speeches at meetings or conferences, the inaugural address of the president elect, etc. In terms of mode, there are impromptu speeches, extemporaneous speeches, speeches from reciting, speeches from manuscript, but many of the speeches are written to be spoken before an audience. Most of these have something in common: to define, to explain something in order to arouse the interest of the audience and to obtain their support, approval or consent. For those purposes, the speaker will have to appear to be friendly to the audience in order to identify himself with them and to evolve their emotional support. At the same time he will have to use every means to make his speech persuasive, engaging and convincing.

公开演讲是为特殊目的而公开发表的演讲，如大学的公开课或研讨会、教堂的宗教讲道、会议上的演讲、当选总统的就职演说等。在形式上，有即兴演讲、即席演讲、朗诵演讲等，手稿中的演讲稿，但许多演讲稿是为在听众面前演讲而写的。其中大多数都有一个共同点：定义、解释某件事以引起听众的兴趣，并获得他们的支持、认可或同意。为了达到这些目的，演讲者必须表现出对听众友好的态度，以便认同他们，并发展他们的情感支持。与此同时，他将不得不使用一切手段使他的演讲具有说服力、吸引力和说服力。

Public speeches are delivered orally, but they are often well prepared in writing and delivered on formal occasions. So they are strongly influenced by the characteristics of the written language. For instance, they are often polite in tone, formal in style. Big and abstract words, noun phrases, complete sentences, complicated sentence structures, parallelisms and rhetorical devices are often found in public speeches. Generally speaking, the language used in public speeches is formal in style, clear and vivid in tone, and persuasive in purpose.

公开演讲是口头的，但通常都是准备充分的书面材料，并在正式场合发表。因此，他们受到书面语言特点的强烈影响。例如，他们的语气通常是礼貌的，正式的风格。大而抽象的词、名词短语、完整的句子、复杂的句子结构、并列关系和修辞手段在演讲中经常出现。一般来说，公开演讲的语言形式正式，语调清晰生动，目的有说服力。

As far as type is concerned, there are: the informative speech, the persuasive speech, the entertaining speech and stimulating speech.

就类型而言，主要有：信息型演讲、说服型演讲、娱乐型演讲和激励型演讲。

Generally speaking, there are four ways to deliver a speech: reading from a manuscript, reciting from memory, impromptu speaking, and extemporaneous speaking.

一般来说，演讲有四种方式：读手稿、背诵、即兴演讲和即席演讲。

Task 6

任务6

A Speech — Better Lives for All

演讲-让所有人过上更好的生活

In today's society, working people can seldom find time to relax in their busy schedules. They often work overtime because of too much work waiting in queue, which ends up causing a lot of physical and mental problems. Fortunately, more and more people are now aware that relaxation and stress-relief are necessary for life. One's health should never be sacrificed for a need to work hard.

在当今社会，上班族在繁忙的工作中很少有时间放松。他们经常加班，因为排队等候的工作太多，结果造成很

多身心问题。幸运的是，现在越来越多的人意识到放松和减压对生活是必要的。一个人的健康永远不应该因为需要努力工作而牺牲。

Indeed, finding time to relax makes people work more efficiently.

事实上，找时间放松会让人们工作效率更高。

Many people plan trips to spend their free time traveling with their loved ones. This may have been a luxury in the past, but it has become more common in recent years. Traveling at home and abroad has now become convenient and affordable.

许多人计划旅行是为了在空闲时间和他们所爱的人一起旅行。这在过去可能是一种奢侈，但近年来却越来越普遍。现在，国内外旅行变得方便和实惠。

Going jogging and going to the gym after work have also become more popular, as they are rather convenient ways to exercise and stay fit. Exercising helps relax your body and has been shown to relieve mental stress as well. This demand for recreation and leisure service has also stimulated the economy, as new businesses are created to meet these needs.

慢跑和下班后去健身房也变得越来越流行，因为它们是锻炼和保持健康的非常方便的方式。锻炼有助于放松你的身体，也有助于缓解精神压力。这种对娱乐和休闲服务的需求也刺激了经济，因为为了满足这些需求，新的企业应运而生。

In sum, working hard is important, but having a good quality of life can actually facilitate your success at work. Knowing when and how to relax should be a part of well-balanced lifestyles. Take a walk outdoors, visit the gym, or go jogging. You will find that your time was not wasted, even if it was not spent working in your office.

总之，努力工作很重要，但拥有良好的生活质量实际上可以促进你在工作中的成功。知道何时如何放松应该是平衡生活方式的一部分。去户外散步，去健身房，或者慢跑。你会发现你的时间没有被浪费，即使它不是花在你的办公室里。

Unit Six

第六单元

Task 5

任务5

Importance of Learning of a Foreign Language

学习外语的重要性

There are a number of reasons why we should learn a foreign language. Learning another language is important for both work and travel. It is also important for making real connections with other people. Lastly, it can give us a greater understanding of our own language.

我们为什么要学外语有许多原因。学习另一种语言对工作和旅行都很重要。这对于与他人建立真正的联系也很重要。最后，它能让我们更好地理解我们自己的语言。

Learning a foreign language would definitely enhance our chances of getting a job. When we work in a foreign country, it will benefit us immensely if we can speak its language. We would be able to work with all different types of employees, and this will give us a long-term career success.

学习一门外语肯定会增加我们找到工作的机会。当我们在一个外国工作时，如果我们能讲它的语言，那将使我们受益匪浅。我们将能够与所有不同类型的员工合作，这将使我们获得长期的职业成功。

Speaking a foreign language gives us understanding of a country's culture; it enables us to see how other people see the world around them. If we travel or work in a foreign country, think how much easier everything would be if we could speak the local language. It would be easier to find different places, ask for directions, and even order food.

说一门外语使我们了解一个国家的文化；它使我们能够看到其他人如何看待周围的世界。如果我们在外国旅行或工作，想想如果我们能说当地语言，一切都会容易得多。找到不同的地方，问路，甚至点食物都会更容易。

Finally, if we speak a foreign language we will actually improve our own first language. Other languages open our minds to new ways of thinking. For example, Inuits have more words to describe snow and ice as it is such an important part of their lives.

最后，如果我们说一门外语，我们实际上会提高我们自己的母语。其他语言使我们的思维方式向新的方向发展。例如，因纽特人有更多的词汇来形容冰雪，因为冰雪是他们生活中非常重要的一部分。

Language is what makes us human. It is how we share our thoughts with the world. Without language, there would be no way to communicate and express ourselves. The more languages we know, the more ways we have to communicate and express ourselves. This is why learning many languages should be important, and why one language simply won't do.

语言使我们成为人。这就是我们如何与世界分享我们的思想。没有语言，就没有交流和表达自己的方式。我们知道的语言越多，我们交流和表达自己的方式就越多。这就是为什么学习多种语言应该很重要，为什么一种语言根本做不到。

任务6

English, the Global Language

英语，全球语言

English is spoken as a native language by around 377 million people, and as a second language by around 375 million speakers in the world. Speakers of English as a second language will soon outnumber those who speak it as a first language. Around 750 million people are believed to speak English as a foreign language. English has an official or a special status in 75 countries with a total population of over 2 billion.

全世界约有3.77亿人以英语为母语，约3.75亿人将英语作为第二语言。说英语作为第二语言的人数很快就会超过以英语作为第一语言的人数。据信大约有7.5亿人将英语作为一种外语。英语在75个总人口超过20亿的国家有官方或特殊地位。

The domination of the English language globally is a sure thing. English is the language of international communications, business, tourism, education, science, computer technology, media and the Internet. Surprisingly, 70% of all information stored in the Internet is in English.

英语在全球的主导地位是肯定的。英语是国际交流、商务、旅游、教育、科学、计算机技术、媒体和互联网的语言。令人惊讶的是，互联网上存储的所有信息中有70%是英语。

British colonialism in the 19th century and American capitalism and technological progress in the 20th century were undoubtedly the main causes for the spread of English throughout the world. From the fifteenth century, the British began to sail all over the world and became explorers, colonists and imperialists. They took the English language to many places. For the last hundred years, the U.S.A. has played a leading role in most parts of the world. The Hollywood film industry also attracted many foreign artists in quest of fame and fortune and a large number of American films produced every year soon flooded the market.

19世纪的英国殖民主义和20世纪的美国资本主义和技术进步无疑是英语在全世界传播的主要原因。从15世纪起，英国人开始航行到世界各地，成为探险家、殖民者和帝国主义者。他们把英语带到了许多地方。在过去的一百年里，美国在世界大部分地区都扮演着领导角色。好莱坞电影业也吸引了许多外国艺术家追求名利，每年都有大量的美国电影涌入市场。

However, the future of English as a global language will depend very largely on the political, economic, demographic and cultural trends in the world.

然而，英语作为一种全球性语言的未来将在很大程度上取决于世界政治、经济、人口和文化趋势。

Unit Seven

第七单元

Task 5

任务5

Free Massive Online Open Courses (MOOCs)

免费大型在线开放课程 (MOOC) (已考)

A class with hundreds or even thousands of students might sound like a teacher's worst nightmare.

一个有成百上千学生的班级听起来像是老师最可怕的噩梦。

But a big idea in higher education these days is Massive Open Online Courses, or MOOCs.

但是现在高等教育的一个重要想法是大规模的在线开放课程 (MOOCs)。

Some universities offer free, non-credit MOOCs available to anyone in the world. Others charge for courses and provide credits. The idea is still developing. The Massachusetts Institute of Technology started its first MOOC in 2012. The school plans to offer many free, non-credit courses through a project called MITx. Many Chinese universities are beginning to offer free MOOCs now, too.

一些大学向世界上任何人提供免费的非学分mooc。其他的课程收费并提供学分。这个想法还在发展中。麻省理工学院 (Massachusetts Institute of Technology) 于2012年启动了首个MOOC。学校计划通过一个名为MITx的项目提供许多免费的非学分课程。许多中国大学现在也开始提供免费的MOOC。

Nowadays, MOOCs almost cover every topic, like computer science, technology, mechanics, engineering, languages, etc.

如今, MOOCs几乎涵盖了每一个主题, 如计算机科学、技术、机械、工程、语言等。

Generally speaking, there are no formal education requirements for these free online courses.

一般来说, 这些免费的在线课程没有正规的教育要求。

Students watch short videos. Then, they take informal, ungraded quizzes after the videos each week for certain weeks. Quizzes are part of the lecture program to keep students engaged and keep them

学生观看短片。然后, 他们每周在录像后进行非正式的、不计分的测验, 持续几周。测验是课堂教学计划的一部分, 目的是让学生保持积极性并保持他们的积极性

thinking, for students to be able to check that they understood what was covered. They can repeatedly watch the videos and take the quizzes whenever they want. Students receive homework. They can join online groups to exchange questions and answers about the courses. The teachers hold virtual office hours to answer questions that

the students have posted. They also present their own questions and observations.

思考，以便学生能够检查他们是否理解所涵盖的内容。他们可以反复观看视频，随时参加测验。学生们收到家庭作业。他们可以加入在线小组，交换有关课程的问题和答案。教师们在虚拟的办公时间里回答学生们发布的问题。他们还提出了自己的问题和看法。

Some supporters claimed that there are things that we can do better in the online format. We can certainly deliver high-quality education to many students at a much lower cost.

一些支持者声称，有些事情我们可以在网上做得更好。我们当然可以用更低的成本为许多学生提供高质量的教育。

Task 6

任务6

Apple Enters a New Market

苹果进入新市场

Apple has entered the textbook market. The tech giant introduced iBooks textbooks in 2012 when it announced its iBooks 2 platform. They are digital books in a variety of subjects from astronomy to zoology, science, math, history, geography, etc.

苹果已经进入教科书市场。这家科技巨头在2012年宣布推出iBooks 2平台时推出了iBooks教科书。它们是从天文学到动物学、科学、数学、历史、地理等各种学科的数字书籍。

Apple developed its iPad-based textbooks in conjunction with major textbook publishers. The company offers a collection of textbooks for high school students. Apple claims it offers a “new textbook experience” and suggests its interactive iBooks textbooks are “the next chapter in learning”.

苹果与主要教科书出版商合作开发了基于iPad的教科书。这家公司为高中生提供一套教科书。苹果声称它提供了一种“新的教科书体验”，并建议其交互式iBooks教科书是“学习的下一个篇章”。

It sounds like good news for pupils and students. Think of it. No more carrying heavy backpacks full of textbooks. Every textbook you require can be stored on your iPad. No more having to buy expensive textbooks which you will only use for a year or two and then sell or give away.

这对中小學生来说是个好消息。想想看。再也不用背着装满课本的沉重背包了。你需要的每一本教科书都可以存储在你的iPad上。不再需要购买昂贵的教科书，你只会使用一两年，然后出售或赠送。

Instead of boring old textbooks which are quickly out of date you can have an interactive

你可以用互动的方式来代替那些很快过时的枯燥的旧课本

learning experience. You can play videos, examine geometrical problems in 3D, listen to music and commentary, make notes and mark passages electronically. You can also share stuff on social networking sites with fellow students.

学习经验。你可以播放视频，在三维空间里检查几何问题，听音乐和评论，做笔记和电子标记。你也可以在社交网站上与同学分享。

And the rest, as they say, is history. Will Apple revolutionize learning? That remains to be seen.

剩下的，就像他们说的，是历史。苹果会彻底改变学习吗？这还有待观察。

Unit Eight

第八单元

Task 5

任务5

Lifelong Learning & Distance Education

终身学习与远程教育

The term “lifelong learning” is very popular nowadays. It describes the need for people to continue their education and training throughout their lives. Lifelong learning is more and more important for everyone because people are now facing different career choices in changing economies. It is believed lifelong learning is a crucial response to the challenges of the global knowledge economy.

“终身学习”这个词现在很流行。它描述了人们在一生中继续接受教育和培训的必要性。终身学习对每个人来说都越来越重要，因为在不断变化的经济环境中，人们面临着不同的职业选择。人们认为，终身学习是应对全球知识经济挑战的关键措施。

Currently, most universities have reacted to the era of lifelong learning by adding new programs and services for adults who seek to combine employment with part-time study. Special arrangements have been developed for these students but the core activity of the university, providing teaching to full-time young undergraduates, often goes on much as before.

目前，大多数大学都对终身学习时代做出了反应，为那些寻求将就业与非全日制学习结合起来的成年人增加了新的课程和服务。已经为这些学生制定了特殊的安排，但大学的核心活动，即为全日制青年本科生提供教学，通常仍在继续进行。

Lifelong learning is both formal and non-formal; and the boundaries between face-to-face teaching and distance

education are increasingly blurred.

终身学习既有正式的也有非正规的；面对面教学和远程教育之间的界限越来越模糊。

By making learning possible anytime and anywhere, distance education is a powerful tool for supporting lifelong learning. Technology-based teaching is creating new educational systems that anyone from anywhere can access. The key challenge for universities is to evolve from a teacher-centered model of education to a student-centered model. The challenge for governments is that they have to develop new funding approaches and new quality assessment procedures.

远程教育使学习随时随地成为可能，是支持终身学习的有力工具。基于技术的教学正在创造新的教育系统，任何人都可以从任何地方进入。大学面临的主要挑战是从以教师为中心的教育模式向以学生为中心的模式转变。各国政府面临的挑战是，它们必须制定新的筹资办法和新的质量评估程序。

Task 6

任务6

Lifelong Education in a Learning Society

学习型社会中的终身教育（已考）

As we enter the 21st century, the information age, your ability to expand your mind and strive for continuing education is critical to your success. By dedicating yourself to lifelong learning, you can leapfrog ahead of your competition.

当我们进入21世纪，信息时代，你的能力，扩展你的思想和争取继续教育是你的成功的关键。通过终身学习，你可以超越竞争对手。

The highest paid people in America today work an average of 59 hours per week. They read an average of 2-3 hours per day. They belong to industry associations and organizations that encourage individuals to dedicate themselves to lifelong learning with current information and ideas in their fields. Continuing education for them means that they attend annual meetings and go to every session available that has new insights that can help them to be more effective.

今天美国收入最高的人平均每周工作59小时。他们平均每天阅读2-3小时。它们属于行业协会和组织，鼓励个人利用各自领域的最新信息和想法致力于终身学习。对他们的继续教育意味着他们要参加年度会议，参加每一次有新见解的会议，以帮助他们提高工作效率。

Lifelong learning is the minimum requirement for success in your field. Since information and knowledge in

every field is doubling every 2-3 years, this means that your knowledge has to double every 2-3 years as well.

终身学习是你所在领域取得成功的最低要求。由于每个领域的信息和知识每2-3年翻一番，这意味着你的知识也必须每2-3年翻一番。

Knowledge is the primary source of value in our world today and your ability to expand your mind and devote yourself to lifelong learning is the key to breaking any success barriers that may be in front of you.

知识是当今世界价值的主要来源，而你扩展思维、投入终身学习的能力是打破任何可能摆在你面前的成功障碍的关键。

You can acquire information and strive for lifelong learning by just reaching out your hand and picking it up in the form of books, articles, tapes, face-to-face training, and online courses or MOOCs. I hope you are making room for continuing education in your life.

你只需伸出你的手，以书籍、文章、磁带、面对面培训、在线课程或MOOC等形式获取信息并努力实现终身学习。我希望你在生活中为继续教育腾出空间。

人文 4

Unit One

第一单元

Task 5

任务5

British TV

英国电视（已考）

Television broadcasting started in the United Kingdom in 1936 as a public service free of advertising. Now there is a collection of free and subscription services over a variety of distribution media, through which there are over 480 channels for consumers as well as on-demand content. There are six main channel owners who are responsible for most viewing. On October 24, 2012, all television broadcasts in the United Kingdom were in a digital format. Digital content is delivered via terrestrial means, satellite and cable as well as over IP.

电视广播始于1936年的英国，是一项免费的公共服务。现在有一系列的免费服务和订阅服务，通过这些服务，消费者和点播内容有480多个渠道。有六个主频道的所有者负责大部分的收视。2012年10月24日，英国的所有电视广播都采用数字格式。数字内容通过地面手段、卫星和有线电视以及IP传输。

In 1953 the Conservative Government introduced a bill to make arrangements for commercial television. This

was opposed very strongly by the Labor and Liberal Parties, but the bill was passed and commercial television now flourishes. The Independent Television Act created an Independent Television Authority, which exercises general supervision.

1953年，保守党政府提出了一项法案来安排商业电视。这遭到了工党和自由党的强烈反对，但该法案获得通过，商业电视现在蓬勃发展。《独立电视法》设立了一个独立的电视当局，行使一般监督。

One disadvantage of the present system is that the BBC and Independent Television often both put out programs of the same type at the same time. This forces the viewer to choose between two similar things but not two entirely different forms of entertainment.

英国广播公司和英国广播公司目前的独立电视节目常常是同一类型的缺点。这就迫使观众在两种相似的事物中做出选择，而不是两种完全不同的娱乐形式。

In the United Kingdom and the Crown Dependencies, any household watching or recording live television transmissions as they are being broadcast (terrestrial, satellite, cable, or internet) is required to hold a television license. Since April 1, 2010 the annual license fee has been £145.50 for color and £49.00 for black and white. Thus, the license fee made up the bulk of the BBC's total income of £5.102 billion in 2012-2013.

在英国和英国属地，任何观看或录制电视直播节目（地面、卫星、有线电视或互联网）的家庭都必须持有电视执照。自2010年4月1日起，每年的许可费为145.50英镑（彩色），49.00英镑（黑白）。因此，2012-2013年，英国广播公司51.02亿英镑的总收入中，执照费占了大部分。

Task 6

任务6

Graffiti

涂鸦

Graffiti painting is traditionally a daredevil pursuit. Teenagers dodge security guards to put their names on trains and buses. But over the past decade, graffiti has all but disappeared from Britain's cities. Between 2007 and 2012 the number of incidents of graffiti recorded by the British Transport Police fell by 63%. A survey by the Environment Ministry shows that fewer places are blighted by tags than ever. Graffiti are increasingly confined to sanctioned walls, such as the Stockwell Ball Courts. In time the practice may die out entirely.

涂鸦画传统上是一种大胆的追求。青少年躲开保安把他们的名字写在火车和公共汽车上。但是在过去的十年里，涂鸦几乎在英国的城市里消失了。2007年至2012年间，英国交通警察记录的涂鸦事件数量下降了63%。环境部的一

项调查显示，受标签影响的地方比以往任何时候都要少。涂鸦越来越局限于受批准的墙，如斯托克韦尔球场。这种做法迟早会完全消失。

The most obvious reason for the decline in tagging and train-painting is better policing. Numerous CCTV cameras mean it is harder to get away with painting illegally. And punishments are more severe. A generational shift is apparent, too. Fewer teenagers are getting into painting walls. They prefer to play with iPads and video games. Some have gone to art school and want to make money from their paintings. The Internet means that painters can win far more attention by posting pictures online than they can by breaking into a railway yard.

标签和火车画减少的最明显的原因是更好的治安。大量的闭路电视摄像机意味着非法绘画更难逃脱惩罚。惩罚更加严厉。一代人的转变也是显而易见的。越来越少的青少年开始粉刷墙壁。他们更喜欢玩iPad和电子游戏。有些人上了艺术学校，想通过画画赚钱。互联网意味着，画家们在网上发布图片比闯入铁路停车场能赢得更多的关注。

Taggers and graffiti artists mostly grew up in the 1980s and 1990s. Those men — and almost all men — are now older and less willing to take risks. Graffiti may eventually disappear. But for now the hobby is almost respectable. The former graffiti artists paint abandoned warehouses during the weekend. It has become something to do on a Sunday afternoon — a slightly healthier alternative to sitting and watching football.

涂鸦者和涂鸦艺术家大多成长于20世纪80年代和90年代。这些男人——几乎所有的男人——现在都变老了，不太愿意冒险。涂鸦最终可能消失。但现在这个爱好几乎是值得尊敬的。这些前涂鸦艺术家在周末为废弃的仓库作画。这已经成为周日下午可以做的事情——这是一种比坐着看足球更健康的选择。

Unit Two

第二单元

Task 5

任务5

Life in the Country

乡村生活

I've been living in the country for more than 10 years. It means quietness, privacy, harmony and peace for me.

我在乡下住了10多年了。对我来说，这意味着安静、隐私、和谐与和平。

Living in the country requires an active lifestyle. It involves activities like doing daily chores, preparing firewood for winter heating, feeding animals including pets and livestock, tending the garden, or securing fences, etc. For me, the most attractive activities are fishing, hunting, and hiking. I enjoy seeing what nature has to offer every

day through a simple walk down a little trail, or a relaxing drive along the country road with patches of green grass ornamented with wildlife sightings of birds, moose, bears, deer, etc.

在乡下生活需要积极的生活方式。它包括做日常杂务，为冬天取暖准备柴火，喂养动物（包括宠物和牲畜），照料花园，或固定围栏等。对我来说，最吸引人的活动是钓鱼、狩猎和徒步旅行。我喜欢每天通过简单的小径散步，或者沿着乡间小路悠闲地开车，欣赏大自然为我带来的一切，草地上点缀着野生动物，如鸟类、驼鹿、熊、鹿等。

Living a country life helps us appreciate some of the simpler things, things that make us feel good about ourselves and the world. It may be just a get-together on a Saturday at the local farmers market, or a project or a problem that the community might pull together to help solve. I have participated in a few community projects, like dealing with out-of-control grass fires, a roof that collapsed from a large snow fall, or even helping a recent widow with fire wood for the winter. Sometimes I am surprised by how much benefit we receive from helping others and as for this community I can't say enough.

过乡村生活有助于我们欣赏一些简单的事情，让我们对自己和世界感觉良好。这可能只是一个星期六在当地农贸市场举行的聚会，或者是一个项目或是一个社区可能会团结起来帮助解决的问题。我参加过一些社区项目，比如处理失控的草地火灾、大雪倾覆的屋顶，甚至帮助一位刚去世的寡妇过冬用柴火。有时候，我惊讶于我们从帮助他人中得到了多少好处，而对于这个社区，我说不出足够的话。

I really enjoy living a country life. I know it's not for everyone, but I know it's for me.

我真的很喜欢乡村生活。我知道这不是给每个人的，但我知道是给我的。

Task 6

任务6

Turning Trash into Art

把垃圾变成艺术（已考）

I have developed a habit of collecting trash. I leave my house around midnight a few times a week and walk around the city gathering what I find: old toys, used appliances, broken furniture, the list goes on. I usually have no problem filling the two bags I bring with me. The next day, I sort through what I collected and make two piles: a useable one and an unuseable one. I take the useable pile to my studio and start creating art.

我养成了收集垃圾的习惯。我一周有几次在午夜时分离家，在城市里到处走走，收集我发现的东西：旧玩具、旧家电、破家具，清单上还有很多。我通常都能把随身带的两个袋子装满。第二天，我把收集到的东西分类整理成两堆：一堆有用的，一堆不能用的。我把有用的一堆拿到我的工作室开始创作。

What other people see as garbage, I see as potential art. Of course, it's not art in the state I find it. Through

creativity and trial-and-error, it becomes art. The pieces I create are mostly animals and robot sculptures. The process I go through from the raw materials to a finished piece is not complex at all. First, I take the materials I have collected and play around with different combinations and configurations to see if I can find some inspiration. I typically do this for a few days or a week before something “clicks” and I have an idea about what I want to create. After that, it is only a matter of realizing my vision.

别人眼中的垃圾，我却视之为潜在的艺术。当然，在我看来这不是艺术。通过创造性和反复尝试，它变成了艺术。我创作的作品大多是动物和机器人雕塑。我从原材料到成品的过程一点也不复杂。首先，我把收集到的资料拿出来，用不同的组合和配置来玩玩，看看能不能找到一些灵感。我通常会在某个东西“点击”前几天或一个星期这样做，我对我想要创造的东西有了一个想法。在那之后，这只是实现我的愿景的问题。

I also create more practical, useable art out of the trash I find. Some examples include vases made from glass bottles, lamps made from old appliances like irons or blow dryers, and pencil boxes made from plastic containers. I take these items to the local market and sell them. A few times a year I get invited to display my favorite sculptures at exhibitions. Overall, I couldn't be happier. I am doing something I love, making a good amount of money, and showing others both useful and artistic possibilities of trash.

我也从我发现的垃圾中创造出更实用、更有用的艺术。一些例子包括用玻璃瓶做的花瓶，用熨斗或吹风机等旧电器做成的灯，以及用塑料容器做成的铅笔盒。我把这些东西拿到当地市场去卖。一年中有几次我会被邀请去展览我最喜欢的雕塑。总的来说，我再高兴不过了。我在做我喜欢的事情，赚了一大笔钱，向别人展示了垃圾的实用性和艺术性。

Unit Three

第三单元

Task 5

任务5

Creating Equal Access to Education

创造平等的受教育机会

The celebration of International Women's Day (IWD) in 2011 was special as it marked the 100th anniversary of IWD. The United Nations' theme for the 2011 IWD was “Equal access to education, training and science and technology: Pathway to decent work for women”.

2011年的国际妇女节（IWD）庆祝活动非常特别，因为它标志着国际妇女节成立100周年。联合国2011年IWD

的主题是“平等接受教育、培训和科学技术：妇女获得体面工作的途径”。

One hundred years ago, gender equality and women’s empowerment were largely radical ideas. One hundred years later, there has been significant progress in women’s empowerment and participation through determined advocacy, practical action and enlightened policy making. However, in too many countries and societies, women’s social position is still low and lots of women are still trapped by poverty, discrimination, unemployment, illiteracy and violence.

一百年前，两性平等和赋予妇女权力在很大程度上是激进的思想。一百年后，通过坚定的宣传、实际行动和开明的决策，在赋予妇女权力和参与方面取得了重大进展。然而，在太多的国家和社会中，妇女的社会地位仍然很低，许多妇女仍然被贫穷、歧视、失业、文盲和暴力所困住。

As a basic human right, education is a key driver of economic growth and social change and the basis of women’s empowerment. The global economy is increasingly knowledge-driven, and requires an educated workforce able to apply the existing technology and to develop new science and technologies to combat poverty and adapt to emerging issues.

作为一项基本人权，教育是经济增长和社会变革的关键推动力，也是赋予妇女权力的基础。全球经济日益受到知识的驱动，需要一支受过教育的劳动力队伍，能够应用现有技术，开发新的科学和技术，以消除贫穷和适应新出现的问题。

As education is the key to greater empowerment for women, investing in women and girls through the education sector has therefore a positive effect on the well-being of their families, their communities and nations. Strengthening the bridges between education, training, science and technology and the labor market is important in order to promote equal opportunity to decent employment for women.

由于教育是赋予妇女更大权力的关键，因此，通过教育部门对妇女和女孩进行投资对她们的家庭、社区和国家的福祉产生了积极的影响。加强教育、培训、科学和技术与劳动力市场之间的桥梁对于促进妇女获得体面就业的平等机会十分重要。

Task 6

任务6

Equal Access to Education Means an Equal Society

平等的受教育机会意味着一个平等的社会

The National Union of Students (NUS) welcomes the news that greater numbers of black and disabled students

are studying at UK universities, but there is still a lot of work to be done on widening access, writes the union's president, Gemma Tumelty.

全国学生联合会 (NUS) 欢迎更多的黑人和残疾学生在英国大学学习的消息,但在扩大入学机会方面仍有许多工作要做,该联盟主席杰玛·图梅尔蒂写道。

A recent Department of Communities and Local Government (DCLG) equalities review showed that significant numbers of potential students felt their disability was a major barrier to accessing higher education (HE). This is simply unacceptable.

社区和地方政府部 (DCLG) 最近的一项平等审查显示,相当多的潜在学生认为他们的残疾是获得高等教育的主要障碍。这是完全不能接受的。

Equality and diversity is not entirely a “numbers game” and before too much praise is given we need to hear more from non-traditional students, not just about their experience of accessing higher education but also going through the system.

平等和多样性并不完全是一场“数字游戏”,在给予太多赞扬之前,我们需要更多地听取非传统学生的意见,不仅是他们接受高等教育的经历,而且也要经历这一制度。

Equality in society is absolutely, and fundamentally, linked to equality in access to education.

社会上的平等与受教育机会的平等是绝对和根本的联系在一起的。

For many students, university is the place where they will be first exposed to different cultures and different people. As well as fighting for better access, the NUS wants to see diversity properly valued and promoted within the student experience. Many pay lip service to the value of diversity, but is this recognized and promoted as a core asset to those who go through the HE system?

对许多学生来说,大学是他们第一次接触不同文化和不同人群的地方。除了争取更好的入学机会外,新加坡国立大学希望看到学生体验中的多样性得到适当的重视和促进。许多人口口声声说多样性的价值,但对于那些通过高等教育体系的人来说,这是一种核心资产吗?

Equality in society can be promoted by equality and diversity at university. But the benefits of university as a positive, diverse environment must be seen by students as adding “value” as much as any other factor before the numbers game is really won by the champions of diversity.

大学里的平等和多样性可以促进社会的平等。但是,大学作为一个积极的、多样化的环境所带来的好处,必须被学生们视为增加“价值”和其他任何因素一样多,才能让多元化的冠军们真正赢得数字游戏。

Unit Four

Task 5

任务5

Quality Education and Education for All

素质教育与全民教育

Educators, parents, students and community members in Miami-Dade and Broward counties are joining together to reclaim the promise of public education. This important effort is co-sponsored by the American Federation of Teachers and National Education Association and is a vital step forward for our schools in South Florida.

迈阿密戴德县和布劳沃德县的教育工作者、家长、学生和社区成员正在联合起来，重新实现公共教育的承诺。这项重要的努力是由美国教师联合会和国家教育协会共同赞助的，是我们南佛罗里达州学校向前迈出的重要一步。

Educators, parents and community members are working together to provide all students with the opportunity to attend quality public schools. Equal access to a public education is a right that should be afforded to all students. We cannot expect our students to succeed if they do not have the right tools to do so.

教育工作者、家长和社区成员正在共同努力，为所有学生提供进入优质公立学校的机会。平等接受公共教育是所有学生都应享有的权利。如果没有合适的工具，我们就不能指望学生成功。

I've been working as a teacher and lawyer for many years, so I know firsthand the obstacles teachers and students face every day. There is no simple solution for our public schools' challenges, but one thing is for sure: We must all work together in order to better our schools. There is no time to waste because the future of schools and students is on the line. We must all get involved now.

多年来，我每天都要面对很多老师和学生的障碍。我们公立学校面临的挑战没有简单的解决办法，但有一点是肯定的：我们必须齐心协力，以改善我们的学校。没有时间可以浪费，因为学校和学生的未来就在眼前。我们现在都必须参与进来。

Educators need proper teaching resources in order for students to achieve. Just like in other careers, educators should receive ample opportunities for professional development.

教育工作者需要适当的教学资源，以使学生获得成功。就像其他职业一样，教育工作者应该得到足够的职业发展机会。

South Florida teachers and support staff are doing the best they can, but we need everyone to actively participate in the educational process.

南佛罗里达州的教师和支持人员正在尽他们所能，但我们需要每个人积极参与教育进程。

Florida receives the least amount of funding for public education compared to nearly all other states, but that will never stop our drive for success. We still have hope for our schools and students because the nation's public education system makes up the foundation of our future.

与几乎所有其他州相比，佛罗里达州获得的公共教育经费最少，但这永远不会阻止我们取得成功的动力。我们仍然对学校和学生抱有希望，因为国家的公共教育体系构成了我们未来的基础。

Task 6

任务6

The Importance of Quality Education

素质教育的重要性

Education and academic quality can mean different things to different people, depending on their perspective, role and context and, in part because of this, quality is notoriously difficult to evaluate. The question of how to do this has been pursued for many years.

教育和学术质量对不同的人来说意味着不同的东西，这取决于他们的观点、角色和背景，部分原因是，质量是出了名的难以评估的。如何做到这一点的问题已经持续了很多年。

Nevertheless, the goal of improving educational quality is agreed by all and stimulated further by the recent worldwide economic downturn and the need to counteract the impact of the crisis on economic growth and prepare for economic recovery.

尽管如此，提高教育质量的目标得到了所有人的同意，而且由于最近世界范围内的经济衰退以及需要抵消危机对经济增长的影响和为经济复苏做准备的需要，这一目标得到了进一步的推动。

As the World Bank and UNESCO said 10 years ago: "The quality of knowledge generated within higher education institutions, and its availability to the wider economy, is becoming increasingly critical to national competitiveness." They also rightly emphasized that "A strong research system at the national level opens up the possibility that substantial additional public benefits can be realized through international links."

正如世界银行和联合国教科文组织10年前所说：“高等教育机构产生的知识质量及其对更广泛经济的可利用性，他们还正确地强调，“一个强有力的国家级研究体系为通过国际联系实现更多的公共利益提供了可能性。”

This is precisely why Chinese students and academics should contribute to these global benefits, reforming and improving evaluation systems for educational and academic quality. Original and good research, especially in science, economics and social sciences, has a trickle-down effect on society. And it offers additional benefits even without

international links, though international collaboration and exchange of the best evaluation policy and practice can bring substantial advantages to all partners in relation to lessons learned elsewhere.

这正是为什么中国学生和学术界应该为这些全球利益做出贡献，改革和完善教育和学术质量评估体系。原创性好的研究，特别是在科学、经济和社会科学方面，对社会产生了涓滴效应。即使没有国际联系，它也能带来额外的好处，尽管国际合作和交流最佳评价政策和做法，就其他地方吸取的经验教训而言，可以给所有伙伴带来实质性的好处。

Unit Five

第五单元

Task 5

任务5

The Communication Model-Interpersonal Communication

人际交往模式

All communication begins with the sender and ends with the receiver. The sender is responsible for successful conveyance. The sender's personality, beliefs, cultural and educational background all influence the message and it is important for the sender to be aware of this as he or she is encoding the message. Simply put, encoding is translating information into symbols that represent the ideas or concepts of the message that needs sending. These symbols are usually words in written or spoken form. To ensure successful communication, the sender should know as much about his or her audience — the receiver — as possible in order to focus on and support the encoding process.

所有的通信都是从发送方开始，到接收方结束。发送者负责成功的运输。发送者的个性、信仰、文化和教育背景都会影响到信息，因此，发送者在编码信息时必须意识到这一点。简单地说，编码就是将信息转换成符号，表示需要发送的消息的思想或概念。这些符号通常是书面或口头形式的单词。为了确保成功的沟通，发送者应该尽可能多地了解他或她的听众——接受者——以便集中精力并支持编码过程。

In addition to this awareness of self and encoding, the sender must choose the proper channel for conveying the message. Using the wrong channel may result in miscommunication. Like the sender, receivers are influenced by internal factors: their personality, their receptivity to the message or their relationship to the sender. Additionally, their current feelings, mood, or state of mind can affect a message. Once the message moves through the channel, the receiver then decodes it. The receiver uses his or her own experience and the context of the message to interpret its meaning.

除了这种自我意识和编码外,发送者还必须选择适当的渠道来传递信息。使用错误的频道可能会导致通信错误。和发送者一样,接收者也受到内部因素的影响:他们的个性、他们对信息的接受能力或者他们与发送者的关系。此外,他们当前的情绪、情绪或精神状态也会影响信息。一旦消息通过信道,接收器就会对其进行解码。接收者使用他或她自己的经验和信息的上下文来解释它的意思。

Feedback is the return message from the receiver to the sender. It is feedback that enables the sender to know whether the message was received successfully or not. Therefore it is essential to the communication process.

反馈是从接收者到发送者的返回信息。正是反馈使发送者能够知道消息是否被成功接收。因此,它对沟通过程至关重要。

This process, though very common, is fraught with potential breakdown at every turn. Spoken or written language is inherently easy to misinterpret. In conclusion, effective and successful communication takes place when the message is successfully received and the receiver provides the sender with desirable feedback.

这个过程虽然很常见,但每一次都充满了潜在的崩溃。口语或书面语天生就容易被误解。总之,有效和成功的通信发生在消息被成功接收并且接收者向发送者提供期望的反馈时。

Task 6

任务6

The Importance of Intercultural Communication in the Workplace

跨文化交际在工作场所的重要性

Intercultural communication

跨文化交际

Intercultural communication refers to messages transmitted between members of two or more different societies. Effective intercultural communication helps firms avoid conflict, prevent misunderstandings, and foster respect.

跨文化交际是指两个或两个以上不同社会成员之间传递的信息。有效的跨文化交流有助于企业避免冲突,防止误解,培养尊重。

Avoiding conflict

避免冲突

The workplace is growing more diverse every day. Managers can not assume that what they find inoffensive will also be inoffensive to their subordinates. A lack of sensitivity can lead to claims of discrimination or harassment, which costs firms big money. Intercultural communication involves exercising sensitivity and tact to avoid such

conflicts.

工作场所日益多样化。管理者不能假设他们认为不具攻击性的东西也会对他们的下属不构成冒犯。缺乏敏感性会导致歧视或骚扰的指控，这会让公司付出巨大的代价。跨文化交际包括运用敏感和机智来避免这种冲突。

The inexactitude of language

语言的不精确

We human beings have developed language to communicate ideas to one another. Still, our language represents an imperfect form of communication. Sometimes, words can not accurately convey an idea, because the information might be highly complex. Also, a concept that exists in one culture or language might not be part of another.

Effective intercultural communication tries to bridge language gaps as effectively as possible so that everyone at the workplace finds themselves on the same page.

我们人类发展了语言来互相交流思想。然而，我们的语言代表了一种不完美的交流形式。有时，语言不能准确地传达一个想法，因为信息可能非常复杂。同样，存在于一种文化或语言中的概念可能不是另一种文化或语言的一部分。在工作场所，尽可能有效地消除跨文化交际中的隔阂。

Preventing misunderstandings

防止误解

Given the inexactitude of language, misunderstandings can frequently arise between people from different cultures when they exchange information. Idioms often become lost in translation. For example, the English expression “to shoulder responsibility” translates into Swedish as “be a man for your hat”. Intercultural communication does not rely on expressions native to a particular language that could lead to confusion; rather, it relies on clear messages that all parties understand.

由于语言的不精确性，不同文化背景的人在交流信息时常常会产生误解。习语在翻译中经常会丢失。例如，英语中的“肩负责任”在瑞典语中的意思是“为你的帽子做一个男人”。跨文化交际并不依赖于某一特定语言的固有表达，而是依赖于各方都能理解的明确信息。

Fostering respect

培养尊重

Communication happens differently in various cultures. What one society finds acceptable may be unacceptable to another. When coworkers from different cultures do not take these differences into account, not only does communication suffer but conflicts come to the fore. Effective intercultural communication does not try to ignore societal differences; rather, it respects the variations among the human race and enables people to transmit

information clearly.

在不同的文化中，交流是不同的。一个社会认为可以接受的可能是另一个社会无法接受的。当来自不同文化背景的同事不考虑这些差异时，不仅沟通会受到影响，而且冲突也会凸显出来。有效的跨文化交际并不试图忽视社会差异；相反，它尊重人类之间的差异，使人们能够清楚地传递信息。

Unit Six

第六单元

Task 5

任务5

Social Worker Cover Letter

社工求职信

James Bush

詹姆斯布什

35 West 9 Avenue

西9大道35号

Pensacola, FL23506

彭萨科拉，FL23506

P: (03) 86661234

P: 电话: (03) 86661234

M: 0651 222555

M: 0651 222555

E: james.bush@hotmail.com.us.

电子邮件: 詹姆斯·布什@hotmail.com.us.

[Date]

[日期]

Nick C. Brown

尼克·C·布朗

Hiring Manger

招聘经理

Saint Louis Mental Health Service

圣路易斯精神卫生服务

16 Mary Street

玛丽街16号

River Dale, IL 566077

伊利诺伊州戴尔河566077

Dear Mr. Brown,

尊敬的布朗先生:

I wish to apply for the position of Social Worker as advertised on seek.com.au. Please find

我想申请广告上招聘的社工职位seek.com.au网站。请查找

my résumé attached.

附上我的简历。

For almost two years I have worked as Mental Health Case Manager for TrueCare and their Housing and Accommodation Support Initiative. During the time I have proven my ability to work with an interdisciplinary team, and also developed interpersonal skills and strong professional relationships with clients, including individuals, families and community groups. In my work I have acquired a thorough understanding of the Mental Health Act of 2014 in relation to social work.

近两年来,我一直担任TrueCare及其住房和住宿支持计划的精神健康案例经理。在这段时间里,我已经证明了我与跨学科团队合作的能力,也培养了人际交往能力和与客户(包括个人、家庭和社区团体)建立了牢固的专业关系。在我的工作中,我对《2014年精神卫生法》中有关社会工作的内容有了透彻的了解。

My duties have included providing psychosocial support to clients, in the form of one-on-one counseling as well as group therapy; developing and overseeing treatment plans for clients; advising family caregivers; and consulting with doctors, therapists and medical professionals. I was awarded with the New Employee Achievement Award for my work on a difficult case in 2015. My strong verbal and written communication skills have been well utilized in this role and I have also demonstrated solid organizational skills in my case management.

我的职责包括以一对一咨询和团体治疗的形式向客户提供心理社会支持;为客户制定和监督治疗计划;为家庭护理人员提供咨询;以及咨询医生、治疗师和医疗专业人员。2015年,我因在一个棘手案件上的工作获得了新员工成就奖。我很强的口头和书面沟通能力在这个职位上得到了很好的运用,我在我的案例管理中也展示了扎实的组织能力。

I have a strong desire to make a positive difference in people's lives and I believe I would be an asset to Saint Louis Mental Health Service if given the opportunity.

我有强烈的愿望去改变人们的生活，我相信如果有机会，我会成为圣路易斯精神卫生服务中心的一员。

If you require more information please contact me at the phone numbers above. I am available for interviews and hope to hear from you soon.

如果您需要更多信息，请按上面的电话号码与我联系。我可以接受采访，希望很快收到你的来信。

Yours sincerely

谨上

James Bush

詹姆斯布什

James Bush

詹姆斯布什

Task 6

任务6

History of Social Work

社会工作史（已考）

Charity is a concept which dates back to Biblical times, when helping the poor was something that rich people basically did to make themselves feel good. Social work has its roots in charity, as it originally began around the time of the industrial revolution when there were many poor people and society was seeking a way of dealing with the poor and social problems. Although social work began as charity work, it has expanded a lot and needs to be seen from a completely different perspective.

慈善是一个可以追溯到圣经时代的概念，当时帮助穷人是富人为了让自己感觉良好而做的事情。社会工作的根源在于慈善事业，因为它最初是在工业革命前后开始的，当时有很多穷人，社会正在寻求一种处理穷人和社会问题的方法。虽然社会工作一开始是慈善工作，但已经扩大了很多，需要从完全不同的角度来看待。

Modern-day social work deals not only with poverty and the subsequent problems, but also with the problems arising from various types of "social fear" ("social phobias") and discrimination such as sexism, racism, and discrimination against an individual due to his age, or mental or physical disabilities. Social workers deal with the consequences of these discriminations as well as consequences that arise from sexual abuse, drug abuse, and various

other problems.

现代社会工作不仅涉及贫困和随后的问题，而且还涉及各种类型的“社会恐惧症”（“社会恐惧症”）和诸如性别歧视、种族主义和因年龄或精神或身体残疾而对个人的歧视所引起的问题。社会工作者处理这些歧视的后果以及性虐待、药物滥用和其他各种问题引起的后果。

Social work provides an important service to society. Individuals and families in need of help are the focus of it, and are referred to as clients. Social workers help clients live a productive life in their own community. In order to reach this goal, they often enlist the assistance of family members, relatives, local religious leaders, and other influential members of the community. Although institutionalization may be necessary at times, it is a temporary solution. Social workers usually serve in the front line, and reach out to the clients soon after problems occur. The goal is to help clients return to normal life in a natural setting.

社会工作为社会提供重要的服务。个人和家庭需要帮助是它的重点，并被称为客户。社会工作者帮助客户在自己的社区里过上富有成效的生活。为了达到这一目标，他们经常寻求家庭成员、亲属、当地宗教领袖和其他有影响力的社区成员的帮助。虽然制度化有时可能是必要的，但这是一个暂时的解决办法。社工通常在第一线服务，在出现问题后很快就会联系客户。目标是帮助客户在自然环境中恢复正常生活。

Unit Seven

第七单元

Task 5

任务5

A Civil Complaint

民事诉讼

To: Guangzhou People's Court

致：广州市人民法院

Plaintiff: Handcup Marketing

原告：手杯营销

Domicile: No. 33, 4th Road, New York

住所：纽约市第四大道33号

Legal Representative: Qing Su

法定代表人：苏青

Position: Manager of Handcup Marketing

职位：手杯营销经理

Defendant: South China Corporation

被告：华南公司

Domicile: No. 21 Binjiang Nan Road, Guangzhou

住所：广州市滨江南路21号

Legal Representative: Bai Mei

法定代表人：白梅

Position: manager of the South China Corporation

职位：华南公司经理

CLAIMS:

声称：

1. To order the Defendant to pay to the Plaintiff 18,000,000 RMB, including 15,000,000 RMB for the dispatched products and 3,000,000 RMB for the interest.

1判令被告向原告支付人民币1800万元，其中发货货款1500万元，利息300万元。

2. To order the Defendant to pay for the court fees.

2命令被告支付诉讼费。

FACTS AND REASONS:

事实和理由：

The defendant is the plaintiff's distributor in Southern China. From September 2010 to October 2011, the plaintiff issued all kinds of products worth 15,000,000 RMB to the defendant. (see Exhibit I)

被告是原告在华南地区的经销商。2010年9月至2011年10月，原告向被告发行了价值1500万元的各类产品。（见附件一）

Each of the said transactions was signed and received by the defendant (see Exhibit II). Although the plaintiff had repeatedly requested, the defendant failed to pay the debt on time.

上述每一笔交易均由被告签署并收到（见附件二）。虽然原告一再要求，但被告未能按时还债。

The indebtedness arising out of the transactions between the plaintiff and the defendant shall be under the legal

power of Chinese laws. The defendant refused to accept mediation. The plaintiff is now facing huge economic losses (see Exhibit III). Therefore, in accordance with relevant Chinese laws and regulations, the defendant should bear corresponding civil responsibility.

原告与被告之间的交易所产生的债务受中国法律的管辖。被告拒绝接受调解。原告现在面临巨大的经济损失(见附件三)。因此,根据我国相关法律法规,被告应承担相应的民事责任。

According to Articles 106 and 112 in General Principles of the Civil Law of the PRC, Article 108 in Civil Procedure Law of the PRC and other related laws and regulations, the plaintiff hereby files this case with the court for your adjudication.

根据《中华人民共和国民事诉讼法》第一百零六条、第一百一十二条、《中华人民共和国民事诉讼法》第一百零八条及其他有关法律、法规的规定,原告现将本案提请本院审理。

Plaintiff: Handcup Marketing

原告:手杯营销

Date: May 14, 2012

日期:2012年5月14日

ATTACHMENTS:

附件:

1. One copy of the plaintiff's business license;

1原告营业执照复印件一份;

2. One copy of the original Certificate of the Legal Representative;

2法定代表人证明原件一份;

3. One copy of the original Power of Attorney;

三。授权书原件一份;

4. Exhibit I: Invoices for each transaction;

4附件一:每笔交易的发票;

5. Exhibit II: Receipts for each transaction;

5附件二:每笔交易的收据;

6. Exhibit III: List of losses.

6附件三:损失清单。

Task 6

任务6

An Answer to a Civil Complaint

对民事申诉的答复

Respondent: People's Hospital

被告：人民医院

Address: No. 1, Binhai Road, Binhai City

地址：滨海市滨海路1号

The following answer is given to Zhang Hua's claim for personal-injury compensation by the People's Hospital:

对张华提出的人民医院人身伤害赔偿请求，现作如下答复：

1. The respondent does not have a direct contractual relationship with Zhang Hua. Zhang Hua had an oral contract to remove the high-voltage meter cabinet with Binhai No. 2 Construction and Installation Company on June 10, 2008. He was assigned by Binhai No. 2 Construction and Installation Company and therefore has no direct contractual relationship with the respondent.

1被申请人与张华没有直接的合同关系。2008年6月10日，张华与滨海第二建筑安装公司签订了拆除高压电表柜的口头合同。他是滨海第二建筑安装公司委派的，因此与被申请人没有直接的合同关系。

2. Binhai No. 2 Construction and Installation Company should be responsible for compensating Zhang Hua for the following reasons. Firstly, according to PRC laws and relevant judicial interpretations, Binhai No. 2 Construction and Installation Company shall be responsible for any injury employees suffered in the contract performance. Secondly, Zhang Hua seriously violated the operational procedure in removing the high-voltage meter cabinet and failed to pay due attention thereto.

2滨海第二建筑安装公司应负责赔偿张华，原因如下。首先，根据中华人民共和国法律及相关司法解释，滨海第二建筑安装公司应对员工在履行合同过程中遭受的任何伤害负责。其次，张华在拆除高压电表柜时，严重违反操作规程，未给予应有的重视。

3. The respondent shall not be responsible for compensating the injuries of Zhang Hua. According to the General Principles of the Civil Law, any person engaged in highly dangerous operations shall be responsible for compensation. In this case, the respondent entered into a contract with Binhai No. 2 Construction and Installation Company, whereby the source of high danger shifted to Binhai No. 2 Construction and Installation Company. Binhai No. 2 Construction and Installation Company became the subject of the dangerous operation, and therefore any

damages caused in the contract performance by Binhai No. 2 Construction and Installation Company have no connection with the respondent.

三。被申请人对张华的伤害不承担赔偿责任。根据民法通则，从事高度危险作业的，应当承担赔偿责任。本案中，申请人与滨海第二建筑安装公司签订合同，高危险源转移至滨海第二建筑安装公司。滨海第二建筑安装公司成为危险作业的主体，因此滨海第二建筑安装公司在履行合同过程中造成的任何损害与被申请人无关。

Therefore, People's Hospital is not liable for compensating the defendant. We hereby request the court to reject the plaintiff's action according to law.

因此，人民医院不承担赔偿被告的责任。现请求法院依法驳回原告的诉讼请求。

To:

收件人:

Binhai City Intermediate People's Court

滨海市中级人民法院

Respondent: Binhai People's Court

被告：滨海人民法院

Date: May 10, 2011

日期：2011年5月10日

Unit Eight

第八单元

Task 5

任务5

Terrorist Suspects in the 911 Attacks

911袭击中的恐怖分子嫌疑人

NEW YORK — The five men facing trial in the Sept. 11 attacks will plead not guilty. They would state their criticisms of US foreign policy, the lawyer for one of the defendants said Sunday.

纽约-在9.11袭击案中面临审判的五名男子将不认罪。其中一名被告的律师周日表示，他们将对美国外交政策提出批评。

Scott Fenstermaker, the lawyer for accused terrorist Ali Abd al-Aziz Ali, said the men would not deny their role in the 2001 attacks but "would explain what happened and why they did it."

被指控的恐怖分子阿里·阿布德·阿齐兹·阿里的律师斯科特·芬斯特梅克（Scott Fenstermaker）说，这些人不会否认他们在2001年的袭击中所扮演的角色，但“会解释发生了什么以及他们为什么要这样做。”

Ali and four other men are accused of killing nearly 3,000 people in the nation's deadliest terrorist attack. The US Justice Department announced earlier this month that they will face a civilian federal trial just blocks from the World Trade Center site.

阿里和其他四名男子被控在全国最致命的恐怖袭击中杀害了近3000人。美国司法部本月早些时候宣布，他们将面临与世贸中心遗址仅几个街区之遥的联邦民事审判。

Ali is also known as Ammar al-Baluchi. He is a nephew of the claimed 9/11 planner, Khalid Sheikh Mohammed.

阿里也被称为阿马尔·巴鲁奇。他是声称9/11事件策划者哈立德·谢赫·穆罕默德的侄子。

Mohammed, Ali and the others will explain "their assessment of American foreign policy,"

穆罕默德解释了他们对美国外交政策的评价

Fenstermaker said.

芬斯特梅克说。

"Their assessment is negative," he said.

“他们的评估是负面的，”他说。

Fenstermaker met with Ali last week at the US prison at Guantanamo Bay in Cuba. He has not spoken with the others. But he said the men have discussed the trial among themselves.

芬斯特梅克上周在古巴关塔那摩湾的美国监狱会见了阿里。他没有和其他人说话。但他说，两人已经讨论了审判。

Fenstermaker was first quoted in The New York Times in Sunday's editions.

《纽约时报》周日版首次引用芬斯特梅克的话。

Critics of Attorney General Eric Holder decided to try the men in a New York City civilian courthouse. It has warned that the trial would provide the defendants with a propaganda platform.

对司法部长埃里克·霍尔德的批评决定在纽约市的一个平民法庭审判这些人。它警告说，审判将为被告提供一个宣传平台。

Dean Boyd, a spokesman for the Department of Justice, said Sunday that while the men may attempt to use the trial to express their views, "we believe the courts and the federal judge may govern the trial. The course of justice will be led appropriately and with minimal break, as federal courts have done in the past."

美国司法部发言人博伊德（Dean Boyd）周日表示，虽然这些人可能会试图利用审判来表达他们的观点，“但

我们相信法院和联邦法官可能会主导审判。正如联邦法院过去所做的那样，司法过程将得到适当的引导，并尽量减少中断。”

任务6

Alternative Legal Billing — Win Strategies

双赢的法律策略

Hourly billing is the best way to be charged for legal services. About 95 percent of lawyers still perform their legal work on an hourly basis. If you want something better than the old “bill by the hour” deal, try presenting one of these billing structures.

按小时计费是法律服务收费的最佳方式。大约95%的律师仍然以小时为单位进行法律工作。如果你想要比以前的“按小时计费”更好的方式，试着介绍这些计费结构之一。

Project billing for routine issues

日常事务的项目账单

If your legal needs include large but repetitive tasks, consider a flat-fee approach. Once you get a project billing estimate, don’t hesitate to shop around to compare prices and services with other law firms. A firm may provide a better deal if it expects future work from your company.

如果您的法律需求包括大量但重复的任务，请考虑采用固定费用的方法。一旦你得到了一个项目的收费估算，不要犹豫，到处逛逛，与其他律师事务所比较价格和服务。如果一家公司希望你的公司将来有工作，它可能会提供更好的交易。

Results-oriented options

注重成果的选择

“Pay-according-to-success” is one choice. It considers fees based on the outcome of the case and the performance of your counsel. Contingency fees turn the matter into a shared risk or shared encouragement, making the law firm your business partner, not just representation.

“按成功付费”是一种选择。它根据案件的结果和你的律师的表现来考虑费用。意外费用将问题转化为共同风险或共同鼓励，使律师事务所成为您的业务合作伙伴，而不仅仅是代理。

Multi-layered tasks

多层任务

If you’re shopping for a firm for actual legal work involving a number of legal specialties, consider using

blended hourly fees. The firm calculates in advance an “average” rate based on the anticipated time each lawyer spends on the matter.

如果你正在为一家律师事务所购买涉及多个法律专业的实际法律工作，考虑使用混合小时收费。事务所根据每位律师在这件事上的预期时间，预先计算出一个“平均”费率。

This arrangement helps the client to avoid paying a senior partner’s hourly rate for research that should be conducted by a junior associate.

这种安排有助于客户避免向高级合伙人支付应由初级合伙人进行的研究的小时费率。

Legal “Insurance”

法律“保险”

The contract fee allows the client to pick up the phone and talk to the lawyer without needing to eye the clock. This approach works like a legal insurance policy. It encourages companies to contact their counsel on non-litigation, non-crisis matters, and to save money in the long run by engaging in more preventive legal action.

合同费使当事人可以拿起电话和律师交谈，而不必看时间。这种方法就像一个合法的保险单。鼓励公司在非危机事件中采取更多的预防性诉讼，并鼓励他们在非危机事件上采取更多的法律行动。

商务 3

第 3 条

Unit One

第一单元

Task 5

任务 5

just take the stairs today, even though you’re tired. People who exercise get more restful sleep and often

尽管你累了，今天还是走楼梯吧。运动的人睡得更安稳

feel more energized than those who don’t.

感觉比那些没有活力的人更有活力。

• **Drink water. “Hydration is critical,” says Steven Masley, medical director of the Pritikin**

• 喝水。Pritikin 的医疗主任史蒂芬·马斯利说：“水合作用很关键。”

Longevity Center in Aventura, Florida. The majority of your body is made of water. “If you don’t

佛罗里达州阿文图拉长寿中心。你身体的大部分是由水构成的。“如果你不

hydrate, you're going to feel tired.”

水合物，你会觉得累的。”

• **Plan a vacation. Whether you leave town for a day or for a week, having something fun you've**

• 计划假期。不管你离开一天还是一个星期，去享受你所拥有的乐趣

been looking forward to will excite you and stimulate energy.

一直期待能让你兴奋，激发活力。

Task 6

任务 6

Dealing with People in Business

与生意人打交道

In business, you have to deal in person with all kinds of people. When talking to people within your company who don't speak your language, you may have to use English; these people may be colleagues or co-workers — who may work with you in your own department, in another part of the building or in another branch. And you may also have to deal with people from outside the organization: clients, suppliers, visitors and members of the public. Moreover, these people may be friends or strangers — people of your own age, or people who are younger or older than you.

在生意上，你必须面对面地与各种各样的人打交道。当你和公司里不懂你的语言的人交谈时，你可能不得不使用英语；这些人可能是同事或同事，他们可能在你自己的部门、大楼的另一部分或其他分支机构与你共事。你可能还需要与来自组织外部的人打交道：客户、供应商、访客和公众成员。此外，这些人可能是朋友或陌生人——与你同龄的人，或比你年轻或年长的人。

The relationship you have with a person determines the kind of language you use. For example, it's not appropriate to say "Hi, how are you!" when meeting the Managing Director of a large company or to say "Good morning, it's a great pleasure to meet you." when being introduced to a person you'll be working closely with in the same team.

你和一个人的关系决定了你使用哪种语言。例如，说“嗨，你好！”！当你遇到一个大公司的总经理，或者说“早上好，很高兴见到你。”当被介绍给一个你将在同一个团队中密切合作的人时。

People usually form an impression of you from the way you speak and behave. People in different countries have different ideas of what sounds friendly, polite or sincere — and of what sounds rude or unfriendly! Good

manners in your culture may be considered bad manners in another. Sometimes your body language, gestures and expressions may tell people more about you than the words you use.

人们通常从你的言行举止上对你形成印象。不同国家的人对什么听起来友好、礼貌或真诚，以及什么听起来粗鲁或不友好有不同的看法！在你的文化中，礼貌在另一种文化中可能被认为是不礼貌的。有时候，你的肢体语言、手势和表情可能比你使用的词语更能让人了解你。

Unit Two

第二单元

Task 5

任务 5

Learning Business Skills through Junior Achievement

通过初级成就学习商业技能

Junior Achievement is an international movement to educate young people about business and economics for the purpose of helping them prepare to succeed in the world economy. The organization is the largest of its kind.

青年成就是一个国际性的运动，旨在教育年轻人有关商业和经济的知识，以帮助他们准备在世界经济中取得成功。这个组织是同类组织中最大的。

Junior Achievement has gone through different stages in its development. It was started by two business leaders, Horace Moses and Theodore Vail, and Senator Murray Crane in 1919 in Springfield, Massachusetts. The organization started with a small number of children aged ten to twelve. For more than 50 years, Junior Achievement programs met after school as a group of business clubs. But in 1975, Junior Achievement began to offer classes during school hours. Many more young people joined the organization once it began to teach business skills as part of the school day. In 2004, Junior Achievement Worldwide was formed.

青少年成就经历了不同的发展阶段。1919年，两位商界领袖霍勒斯·摩西和西奥多·维尔以及参议员默里·克雷恩在马萨诸塞州的斯普林菲尔德创立了这家公司。这个组织从一小部分10到12岁的儿童开始。50多年来，青少年成就项目作为一个商业俱乐部在课后聚会。但在1975年，初中成就开始在上课时间上课。当这个组织开始在学校里教授商业技能时，更多的年轻人加入了这个组织。2004年，全球青少年成就组织成立。

The Junior Achievement programs teach about businesses, how they are organized, and how products are made and sold. The programs also teach about the American and world economies and business operations. Young people can learn how entrepreneurship works by operating their own companies. For instance, the students develop a

product and sell shares in their company. They use the money to buy the materials they need to make their product, which they then sell. Finally, they return the profits to the people who bought shares in the company. It's reported that in the United States alone, there are more than 22,000 places that hold Junior Achievement events currently. According to Junior Achievement, about 287,000 volunteers support its programs around the world.

初级成就课程教授企业、企业的组织方式以及产品的制造和销售。这些课程还教授美国和世界经济和商业运作。年轻人可以通过经营自己的公司来学习创业精神。例如，学生们开发一种产品并出售他们公司的股份。他们用这些钱购买制造产品所需的材料，然后再出售。最后，他们将利润返还给购买公司股票的人。据报道，仅在美国，目前就有 22000 多个地方举办青少年成就活动。根据青年成就组织的统计，全世界约有 28.7 万名志愿者支持其项目。

Task 6

任务 6

Three Effective Management Styles

三种有效的管理方式（已考）

Being an effective manager means knowing when to use the right management style. Some styles, for instance, are more people-oriented, while others tend to focus on a project or product. The management style you select will depend on your people's skills and knowledge, available resources (like time and money), desired results, and, of course, the task before you. The common management styles can be summarized into three categories.

成为一个高效的管理者意味着知道何时使用正确的管理风格。例如，有些风格更倾向于以人为本，而另一些则倾向于关注项目或产品。你选择的管理风格将取决于你的员工的技能和知识、可用的资源（如时间和金钱）、期望的结果，当然还有你面前的任务。常见的管理风格可以归纳为三类。

The participatory style is the first of its kind. Here, it is critical to give each employee an entire task to complete. If that's not possible, make sure the individual knows and understands his or her part as it relates to the project or task. When people in your team know where they fit in the big picture, they're more likely to be motivated to complete the task.

参与式风格是第一次。在这里，给每个员工一个完整的任务是非常重要的。如果这是不可能的，确保个人知道并理解他或她与项目或任务有关的部分。当团队中的人知道他们在全局中的位置时，他们更有可能被激励去完成任务。

Following that, we have the directing style. Sometimes a situation will call for a direct style of management. Perhaps a tight deadline looms, or the project involves numerous employees and requires a top-down management

approach. Here, a manager answers five questions for the employees: What? Where? How? Why? and When? Let employees know what they need to do, how they're going to do it, and when the questions must be dealt with.

接下来是导演风格。有时情况需要直接的管理方式。也许一个紧迫的期限迫在眉睫，或者该项目涉及众多员工，需要自上而下的管理方法。在这里，一位经理为员工回答了五个问题：什么？哪里？怎样？为什么？什么时候？让员工知道他们需要做什么，他们将如何做，以及何时必须处理问题。

The last one is the teamwork style. If you want to speed up a project and choose the best process for completing that project, managing by teamwork is the way to go. When you motivate people to pool their knowledge, the results may exceed your expectations. Often, teams can tackle problems more quickly than what you can accomplish on your own. The give-and-take can create a process that you can repeat in other projects.

最后一个团队合作的风格。如果你想加快一个项目的进度，并选择完成该项目的最佳流程，那么通过团队合作进行管理是可行的。当你激励人们集中他们的知识时，结果可能会超出你的预期。通常，团队解决问题的速度比你自己能完成的更快。给予和接受可以创建一个可以在其他项目中重复的过程。

Unit Three

第三单元

Task 5

任务 5

Three Advantages of Online Banking

网上银行的三大优势

Online banking refers to banking activities that are carried out over the Internet on a secure website. It developed in the late 1990s and grew more popular over the years since it can make one's financial life much easier to manage.

网上银行是指通过互联网在安全网站上进行的银行活动。它在 20 世纪 90 年代末发展起来，由于它可以使人们的财务生活更容易管理，因此在过去几年里越来越受欢迎。

First, you can use online banking to pay your bills. Most banks have a section in which you set up payees. Fill out the information once, you can simply choose that profile every time you pay a bill online.

首先，你可以使用网上银行支付账单。大多数银行都有一个部门，您可以在其中设置收款人。填写信息一次，您可以简单地选择配置文件，每次您在网上付账。

Second, online banking allows you to access your account history and transactions from anywhere. It is the

quickest way to check and see if a transaction has cleared your account. It also enables you to find out about unauthorized transactions more quickly.

第二，网上银行允许你从任何地方访问你的账户历史和交易。这是检查交易是否已结清您帐户的最快方法。它还使您能够更快地发现未经授权的交易。

Third, online banking also allows you to transfer money between accounts effectively. It is more convenient than using the automated phone service. When you set up your online banking, be sure that all of your accounts at the bank are listed. This will make it easier to transfer money and make loan payments online.

第三，网上银行还允许你在账户之间有效地转账。它比使用自动电话服务更方便。当你建立网上银行时，一定要列出你在银行的所有帐户。这将使网上转账和贷款支付更加容易。

Obviously, you need to pay special attention to your safety or privacy using online banking.

显然，你需要特别注意你的安全或隐私使用网上银行。

It is important to clear your cookies after each banking session, especially at a public computer.

每次银行交易结束后清除 cookies 是很重要的，尤其是在公共计算机上。

Additionally, make sure that your password is long enough to prevent it from easily being hacked.

另外，请确保您的密码足够长，以防止它容易被黑客攻击。

Never give your online account information to anyone else. Check your credit report regularly. Thus you can protect yourself from identity theft.

不要把你的在线帐户信息透露给别人。定期检查你的信用报告。这样你就可以保护自己不被盗用身份。

Task 6

任务 6

RMB Business for Personal Account in the United States

美国个人账户人民币业务

With economic development, Chinese banks are extending services in more and more countries.

随着经济的发展，中资银行在越来越多的国家开展业务。

The following is a brief introduction to RMB business for personal customers offered by the Bank of China in the United States.

以下是中国银行在美国为个人客户提供的人民币业务简介。

To open a RMB account with the Bank of China in the USA, you must first open a USD account.

在美国中国银行开立人民币账户，必须先开立美元账户。

Of course, a minimum deposit requirement is needed for both the USD and the RMB accounts. Then you must complete the Bank's Account Application Form and an Internal Revenue Service (IRS) Form on your status. In addition, you are required to provide the Bank with your Social Security Number and two valid identification documents. One is your Passport or Driver's License, the other is your major credit card, employee identification card or health insurance card.

当然，美元和人民币账户都需要最低存款要求。然后你必须填写银行账户申请表和美国国税局（IRS）的身份表。此外，您需要向银行提供您的社会保险号码和两份有效身份证明文件。一张是您的护照或驾照，另一张是您的主要信用卡、员工身份证或健康保险卡。

With the RMB account you can withdraw and deposit RMB cash directly. The daily limit is 20,000 yuan on each transaction. Usually a service fee is charged for withdrawals above 3,000 yuan.

在人民币账户上，您可以直接提取和存入人民币现金。每笔交易的每日限额为 2 万元。一般取件超过 3000 元要收手续费。

You can also exchange USD for RMB or exchange RMB for USD. The daily limit is USD \$4,000 worth of RMB. Be careful about the exchange rates. They might not be the same as the exchange rates offered in China.

您也可以用美元兑换人民币或用人民币兑换美元。每日限额为价值 4000 美元的人民币。小心汇率。它们可能与中国提供的汇率不同。

For further information, you can call at the bank's customer service hotline at 123456789 to the extension 9578, or pay a visit to www.bocusa.com.

欲了解更多信息，请致电本行客户服务热线 123456789 转 9578 分机，或致电 www.bocusa.com。

Unit Four

第四单元

Task 5 01

任务 5 01

Preparations for Negotiation

谈判准备

Before you go to visit a new customer to negotiate a sale, you should find out as much as you can about them. At the beginning of the negotiation you should draw up an agenda together with your customer. Then both sides should

put forward their proposals before you get down to trading. Ideally a negotiation should be a win-win situation so both you and your customer will probably have to give in on some points, and you should be prepared in case your customer turns down your proposals by having a second plan to fall back on. Before closing the sale it's a good idea to run through the main points you have agreed on again. As the salesperson, you should write up the agreement as soon as possible after the negotiation and send a copy to your customer.

在你去拜访一个新客户来洽谈销售之前，你应该尽可能多地了解他们。在谈判开始时，你应该和你的客户一起拟定一个议程。那么在你开始交易之前，双方都应该提出他们的建议。理想的情况下，谈判应该是一个双赢的局面，因此你和你的客户可能会在某些方面让步，你应该做好准备，以防你的客户拒绝你的建议，有第二个计划可以依靠。在结束销售之前，最好把你已经同意的要点再重复一遍。作为销售人员，你应该在谈判结束后尽快写下协议，并把一份副本寄给你的客户。

Task 5 02

任务 5 02

Hard Sell vs. Soft Sell

硬销售与软销售

Hard sell and soft sell are important business terms and useful strategies for sales staff to know and understand. Both of them can work. The effect depends on the type of customers and the type of products.

硬销售和软销售是重要的商业术语和销售人员了解和理解的有用策略。他们两个都能工作。效果取决于客户类型和产品类型。

Hard sell is a kind of more direct and forceful sales tactics. The sales person just keeps explaining how good the product is, why people should buy it and even how the prices might increase if the customer walks off.

硬销售是一种更直接、更有力的销售策略。销售人员只是不断地解释产品有多好，为什么人们应该购买它，甚至如果顾客走开了，价格会怎样上涨。

Soft sell is a different approach. The sales person tries to build trust with consumers. He doesn't put pressure on them to buy things, just recommending a product and letting the consumers make their own decisions.

软销售是另一种方法。销售人员试图与消费者建立信任。他不会给他们压力去买东西，只是推荐一种产品，让消费者自己做决定。

An example of soft sell is to distribute free samples to which customers often respond favorably.

软销售的一个例子是分发免费的样品，客户通常会对这些样品做出积极的反应。

Businesses can use free samples to build rapport and engage customers in products or services.

企业可以使用免费的样品来建立融洽的关系，让客户参与产品或服务。

Recommending products between friends is a little bit like doing soft selling. People don't really care if someone else buys the product. They are just giving their honest opinions and trying to be helpful.

在朋友之间推荐产品有点像软销售。人们并不真的在乎别人是否买了这个产品。他们只是给出了他们诚实的意见，并试图提供帮助。

Humor in advertising is also used to attract the customers' attention and get them interested in the products or services. Customers often resist hard sales tactics, thus making soft-selling much more effective for success.

广告中的幽默也被用来吸引顾客的注意力，使他们对产品或服务产生兴趣。顾客经常抵制硬销售策略，从而使软销售更有效地获得成功。

Task 6

任务 6

Dear Mr. Shepherd,

尊敬的谢泼德先生：

Thank you for your recent inquiry.

谢谢你最近的询价。

Please find below our quotation. It is valid for the next two months:

请查收我们的报价单。在接下来的两个月内有效：

...

...

We are now running a promotion, offering you a 25% discount off your first two months' storage. Besides, we can offer you a further discount of 5% if you pay in advance for twelve weeks, or 8% for sixteen weeks.

我们现在正在进行促销活动，为您提供前两个月储存量的 25% 折扣。另外，如果你提前 12 周付款，我们可以再给你 5% 的折扣，16 周的话，我们可以给你 8% 的折扣。

Moreover, reservations by credit card four weeks in advance guarantee availability of the room size required. Our terms of storage require a security deposit and minimum of four weeks' rent also payable in advance. Both the security deposit and any unused rent will be refunded when you move out. We sell insurance coverage; the charge you pay will depend on the cover you require.

此外，提前 4 周用信用卡预订，可保证所需房间大小。我们的仓储条件要求预付保证金和至少四周的租金。您搬出时，押金和未使用的租金都将退还。我们出售保险，你付的费用将取决于你所要求的保险范围。

It is obvious that we would be delighted if you would like to visit our store to see in person what we have to offer. You'll find everything you need to make your self storage experience as easy as possible.

很明显，如果您愿意亲自到我们店看看我们的产品，我们将非常高兴。你会发现你所需要的一切让你的自我存储体验尽可能简单。

Please find enclosed our brochure and other leaflets outlining our range of services. If you require any further information or would like to make a reservation, please do not hesitate to call us at 0800- 123-7265, or visit www.superspace.com.

随函附上我们的小册子和其他介绍我们服务范围的小册子。如果您需要更多信息或想预订，请随时致电 0800-123-7265，或访问 www.superspace.com。

We are looking forward to receiving your reply.

我们期待着您的答复。

Yours sincerely,

谨上，

Adam Lambert

亚当·兰伯特

P.S.: Don't forget to use the enclosed special \$15-off voucher for all packing materials.

P、别忘了使用随函附上的所有包装材料 15 美元折扣券。

Unit Five

第五单元

Task 5

任务 5

Functions of Marketing

市场营销职能

There are eight traditional functions of marketing:

市场营销有八种传统功能：

A. Buying: A marketer focuses on buyers' needs and desires in order to decide what products to make available.

Understanding buyers' behavior is of great importance.

A、 购买：营销人员关注买家的需求和欲望，以便决定提供什么样的产品。了解买家的行为非常重要。

B. Selling: Marketers usually view selling as a persuasive activity that is completed through promotion. Selling includes personal selling, advertising, and other selling methods. It is probably the function of marketing that we most often see in our daily life.

B、 销售：营销人员通常将销售视为通过促销完成的具有说服力的活动。销售包括个人销售、广告和其他销售方法。这可能是我们日常生活中最常看到的营销功能。

C. Transporting: It is physically moving the product from the seller to the buyer. Marketers focus on transporting costs and services.

C、 运输：将产品从卖方运送到买方。营销人员专注于运输成本和服务。

D. Storing: Like transporting, storing is an aspect of the physical distribution of products. Storing includes warehousing activities. Warehouses hold products for long periods sometimes in order to create time utility.

D、 储存：和运输一样，储存也是产品物流的一个方面。储存包括仓储活动。仓库有时会长时间存放产品，以创造时间效用。

E. Grading: It involves sorting products according to size and quality. This makes buying and selling easier because it reduces the need for inspection and sampling.

E、 分级：根据大小和质量对产品进行分类。这使得买卖更加容易，因为它减少了检验和抽样的需要。

F. Financing: For many products, such as automobiles, fridges, and new homes, the purchase is facilitated when the marketer provides credit that makes the purchasing of the product possible.

F、 融资：对于许多产品，如汽车、冰箱和新房，当营销人员提供信贷使购买产品成为可能时，购买就变得容易了。

G. Marketing research: Through research, marketers may find out the need for new products and services. By gathering information on a regular basis, they can better plan, carry out and control marketing activities.

G、 市场调查：通过研究，市场营销人员可能会发现对新产品和服务的需求。通过定期收集信息，他们可以更好地计划、执行和控制营销活动。

H. Risk taking: It involves bearing the uncertainties that are part of the marketing process. Most marketing decisions result in either success or failure that is associated with risk.

H、 冒险：它包括承担市场营销过程中的不确定性。大多数营销决策的成败都与风险有关。

Task 6

任务 6

Secret of Sales

销售秘密

You don't have to be a special kind of person to sell a product. Although successful salespeople often have special talents and an outgoing personality, the skills they employ are used by us all: we build and maintain relationships with different kinds of people, we listen to and take note of what they tell us and don't just enjoy the sound of our own voices, and we explain things to them or discuss ideas with them.

你不必是一个特殊的人来销售产品。虽然成功的销售人员通常都有特殊的才能和外向的个性，但他们所使用的技能却被我们所有人所使用：我们与不同类型的人建立和维持关系，我们倾听并注意他们告诉我们的，而不仅仅是享受我们自己的声音，我们向他们解释事情或者和他们讨论想法。

Keeping salespeople "on the road" is much more expensive than employing them to work in the office because much of their time is spent in traveling. Telephone selling may use this time more productively, but a face-to-face meeting is much more effective. Export companies often have a separate export sales force, whose travel and accommodation expenses may be very high. So serving overseas customers may often be done by phone, fax, letter or email without so many personal visits. Many firms employ an overseas agent who is responsible for selling their products in another country.

让销售人员“在路上”比雇佣他们在办公室工作要贵得多，因为他们的大部分时间都花在旅行上了。电话销售可能会更有效地利用这段时间，但面对面的会议更有效。出口公司通常有一支独立的出口销售队伍，他们的差旅和住宿费用可能非常高。因此，为海外客户提供服务通常可以通过电话、传真、信函或电子邮件完成，而无需进行多次私人访问。许多公司雇佣一个海外代理商负责在另一个国家销售他们的产品。

A sales department consists of many people who are based in different parts of the country or the world, and who don't have day-to-day contact or chances for communicating with each other.

一个销售部门由许多人组成，他们来自不同的国家或世界各地，他们没有日常联系，也没有机会相互沟通。

For this reason, firms hold regular sales conferences where their entire sales force can meet, receive information and ask questions about new products and receive training.

因此，公司定期召开销售会议，让他们的整个销售团队都能见面，获得信息，询问新产品的问题，并接受培训。

Unit Six

第六单元

Task 5

任务 5

The Importance of Information in the Supply Chain

信息在供应链中的重要性（已考）

Information is important because it provides the facts that supply chain managers use to make decisions.

Without information, a manager will not know what consumers want, how much inventory is in stock and when more products should be produced and shipped. In short, without information, a manager can only make decisions blindly.

信息之所以重要，是因为它提供了供应链管理者用来决策的事实。没有信息，经理就不知道消费者想要什么，库存有多少，何时应该生产和装运更多的产品。简言之，没有信息，管理者只能盲目地做决定。

Managers must understand how information is gathered and analyzed. This is where information technology comes into play. Information technology serves as the eyes and ears of management in a supply chain, capturing and delivering the information necessary to make a good decision. For instance, an IT system at a personal computer manufacturer may help a manager analyze the information and recommend an action. The manager can use the remaining chips first, then look at demand forecast, and determine whether to order more chips.

管理者必须了解如何收集和分析信息。这就是信息技术发挥作用的地方。信息技术是供应链管理的眼晴和耳朵，捕捉并传递做出正确决策所需的信息。例如，个人电脑制造商的 IT 系统可以帮助管理者分析信息并提出行动建议。经理可以先使用剩余的芯片，然后查看需求预测，并决定是否订购更多芯片。

There are four reasons why timely and accurate information has become more important for effective logistics system design and operations. First, customers recognize information about order status, product availability, delivery schedule, and shipment tracking as necessary elements of total customer service. Then, managers realize that information can be used to reduce human resource requirements. What's more, information increases flexibility with regard to how, when, and where resources may be used to gain strategic advantage. And finally, enhanced information transfer and exchange capability of using the Internet is changing relationships between buyers and sellers and refining channel relationships.

为什么及时准确的信息对于有效的物流系统设计和运作变得更加重要有四个原因。首先，客户将有关订单状态、产品可用性、交货计划和装运跟踪的信息视为全面客户服务的必要元素。然后，管理者意识到信息可以用来减少对人力资源的需求。此外，在如何、何时、何地使用资源以获得战略优势方面，信息增加了灵活性。最后，使用互联

网的信息传递和交换能力的增强正在改变买卖双方的关系，改善渠道关系。

Task 6

任务 6

Functions of Logistics

物流功能

Logistics is the physical flow process of goods from the point of origin to the point of consumption concerning transportation, warehousing and storage, loading and unloading, goods handling, packing, distribution processing delivery and information management. For example, after a commercial transaction is done, logistics will carry out the transfer of goods from the seller to the buyer at the lowest cost and in the most effective manner. During the transfer process, logistics facilities, equipment (carriers), administration of information and standardization are needed.

物流是指货物从原产地到消费地的物理流动过程，涉及到运输、仓储、装卸、货物装卸、包装、配送、加工、配送、信息管理各个环节。例如，商业交易完成后，物流将以最低的成本和最有效的方式将货物从卖方转移到买方。在转运过程中，需要物流设施、设备（载体）、信息管理和标准化。

Logistics has three major functions. Firstly, it creates time value. The same goods can be valued differently at different times. Goods are often in stagnation during the transfer process, which is called the storage of logistics. Secondly, it creates location value. The same goods can be valued differently at different locations. The value added during the transfer process is the location value of logistics. Thirdly, it creates distribution processing value. Sometimes the distribution processing changes the packages of the goods. That is, during this stage, it cuts large packages of goods into smaller parts, which creates added value for goods.

物流有三大功能。首先，它创造了时间价值。同一种商品在不同的时间可以有不同的估价。货物在转运过程中往往处于停滞状态，这就是所谓的物流仓储。第二，创造区位价值。同一种商品在不同的地点可以有不同的估价。转移过程中的附加值就是物流的区位价值。第三，创造分销加工价值。有时配送过程会改变货物的包装。也就是说，在这一阶段，它将大包装的货物分成更小的部分，从而为货物创造附加值。

Unit Seven

第七单元

Task 5

任务 5

Top Eight Accounting Mistakes

八大会计差错

Accounting errors will happen from time to time, but many common accounting mistakes can be avoided with proper planning and preparation. Here are the top eight accounting mistakes that can ruin your accounting career.

会计差错时有发生，但许多常见的会计差错可以通过适当的计划和准备来避免。以下是可能毁掉你会计事业的八大会计错误。

1. Not knowing your true cash balance: Due to things like automatic payments and bank charges, money that appears in your cash drawer and your checking account may already be spent.

1 不知道你的真实现金余额：由于自动付款和银行手续费，出现在你的现金抽屉和你的支票帐户的钱可能已经被花掉了。

2. Mistaking profits for cash: When you have a lot of credit sales, your company can post big profits without seeing any cash.

2 把利润误认为现金：当你有大量的赊销时，你的公司可以在没有任何现金的情况下公布高额利润。

3. Paying bills too soon: If your vendors give you thirty days to pay them, take it. Unless you get a discount for paying early, paying your bills only when they're due improves your company's cash flow.

三。付账太早：如果你的供应商给你 30 天的时间来付账，那就接受吧。除非你能因为提前付款而获得折扣，否则只有在账单到期时才付款，才能提高公司的现金流。

4. Avoiding book-keeping tasks: Not recording and posting transactions regularly leaves you with a mountain of book-keeping to deal with in the end.

4 避免簿记任务：不定期记录和过账交易，最终会给你留下堆积如山的簿记。

5. Paying accidental dividends: Every time a corporation owner takes money out of his business, it counts as a dividend. That can lead to a bigger personal income-tax bill.

5 支付意外红利：公司所有者每次从其业务中取出资金时，都算作股息。这可能导致更大的个人所得税账单。

6. Not keeping personal finances separate from business: Mixing up business and personal money can cause book-keeping and legal problems.

6 不将个人财务与业务分开：将业务和个人资金混为一谈可能会导致记账和法律问题。

7. Setting prices too low: Know your costs before you set product or service prices, or you can run the risk of losing money on every sale. A simple break-even analysis can help you set prices at a profitable level.

7 把价格定得太低：在制定产品或服务价格之前要知道你的成本，否则你可能会在每次销售中冒着亏损的风险。一个简单的盈亏平衡分析可以帮助你定在一个盈利的水平。

8. Turning over all the financial issues to someone else: Without a good knowledge of your company's finances, you can't make successful decisions. Even if you don't want to deal with the daily book-keeping tasks, look at your financial statements every month to help you plan for profits and prevent potential problems.

8 把所有的财务问题都交给别人：如果不了解公司的财务状况，你就不能做出成功的决定。即使你不想处理日常的簿记工作，也要看看你每个月的财务报表，以帮助你计划利润和防止潜在的问题。

Task 6

任务 6

Every Business Has Assets

每个企业都有资产

No matter how small your business is and what industry you are in, your company has assets. From a computer to a processing plant, every single thing your company owns is an asset.

不管你的企业有多小，你所在的行业是什么行业，你的公司都有资产。从电脑到加工厂，你公司拥有的每一件东西都是资产。

Assets can be in different forms. Some assets are physical, such as computers, filing cabinets, and delivery vans. Others are legally binding promises, such as accounts receivable, the money owed to your company. Still others seem to exist more on paper, for example, a year's worth of insurance paid in advance. No matter what form it takes, anything with monetary value that your company owns counts as an asset.

资产可以有不同的形式。有些资产是实物资产，如计算机、文件柜和送货车。其他都是有法律约束力的承诺，比如应收账款、欠你公司的钱。还有一些似乎更多地存在于纸面上，例如，提前支付一年的保险费。无论采取何种形式，公司拥有的任何具有货币价值的东西都被视为资产。

Assets appear on your balance sheet, reporting the key financial statements at the end of each accounting period. Your assets will be split into different types to make analysis easier. The order in which you list them on the balance sheet typically matches the way they appear in your chart of accounts.

资产出现在您的资产负债表上，在每个会计期末报告关键财务报表。您的资产将被拆分为不同的类型，以便于分析。在资产负债表上列出它们的顺序通常与它们在科目表中的显示方式相匹配。

Assets do more than just show up on reports, though. They are the resources your company uses to produce

revenue. Your business cannot bring in sales without assets. For product-based businesses, you can't produce anything without proper assets. It's true for service companies as well. At least, you have to have cash to pay your expenses and to help get the word out that your company exists. Service companies also need basic tools to provide service to customers: a hair stylist needs a chair, scissors, and styling tools; an accountant needs a computer and a lot of filing cabinets. Assets are key factors for any business.

不过，资产的作用不仅仅是出现在报告中。它们是公司用来产生收入的资源。你的企业没有资产就不能带来销售。对于以产品为基础的企业，没有合适的资产你就不能生产任何东西。服务公司也是如此。至少，你必须有现金来支付你的开支，并帮助宣传你的公司存在。服务公司还需要基本的工具来为客户提供服务：发型师需要椅子、剪刀和造型工具；会计需要一台电脑和许多文件柜。资产是任何企业的关键因素。

Unit Eight

第八单元

Task 5

任务 5

What Is International Trade?

什么是国际贸易？

International trade is the exchange of goods and services between countries. It gives consumers and countries the opportunity to be exposed to goods and services not available in their own countries. Almost every kind of product can be found on the international market: food, clothes, spare parts, oil, jewelry, wine, stocks, currencies and water. Services are also traded: tourism, banking, consulting and transportation. A product that is sold to the global market is an export, and a product that is bought from the global market is an import.

国际贸易是国家之间商品和服务的交换。它使消费者和国家有机会接触到本国没有的商品和服务。国际市场上几乎每一种产品都能找到：食品、衣服、零配件、石油、珠宝、葡萄酒、股票、货币和水。服务业也在交易：旅游业、银行业、咨询业和运输业。销往全球市场的产品是出口产品，从全球市场购买的产品是进口产品。

International trade can benefit us a lot. Trading globally allows us to expand our markets for both goods and services that otherwise may not have been available to us. If you walk into a supermarket and are able to buy Indonesian bananas, Brazilian coffee and a bottle of French wine, you are experiencing the effects of international trade.

国际贸易能使我们受益匪浅。全球贸易使我们能够扩大商品和服务的市场，否则我们可能无法获得这些商品和

服务。如果你走进一家超市，能够买到印尼香蕉、巴西咖啡和一瓶法国葡萄酒，你正在体验国际贸易的影响。

International trade brings us both advantages and disadvantages. For instance, international trade may also make the world economy easily affected by factors like prices, supply and demand, as well as global events. Political change in Asia, for example, could result in an increase in the cost of labor, thereby increasing the manufacturing costs for an American sneaker company based in Malaysia, which would then result in an increase in the price that you have to pay to buy the tennis shoes at your local mall. A decrease in the cost of labor, on the other hand, would result in you having to pay less for your new shoes.

国际贸易给我们带来了好处和坏处。例如，国际贸易也可能使世界经济容易受到价格、供求以及全球事件等因素的影响。例如，亚洲的政治变化可能导致劳动力成本的增加，从而增加一家位于马来西亚的美国运动鞋公司的制造成本，从而导致你在当地购物中心购买网球鞋所需支付的价格上涨。另一方面，劳动力成本的降低将导致你不得不为你的新鞋付更少的钱。

Task 6

任务 6

The Basics of Import and Export

进出口基础

Importing and exporting is transferring goods from one country to another while paying attention to the laws and requirements of bringing goods out or into that country. If you want to import in large quantities for commercial purposes, you'll need to have the consent of the local customs department and the right paperwork. Import and export are the basics of international trade. If you are looking forward to starting your own business in the field of importing and exporting business, then here are some tips for starters.

进出口是指将货物从一国转移到另一国，同时注意将货物带出或运进该国的法律和要求。如果你想大量进口用于商业目的，你需要得到当地海关的同意和正确的文件。进出口是国际贸易的基础。如果你正期待着在进出口业务领域开创自己的事业，那么以下是一些给创业者的建议。

Foreign embassies provide nice programs and a great deal of information about their goods to promote exporting. You can find out exactly what it is you are looking to buy. If you are exporting, you can approach your local department of trade and see what plans they have on offer to promote exports. Besides, you should consult the tax department to find out if there is a particular process to setting up an importing and exporting company and what documentation you will require. It is also necessary that you find out about any licensing requirements for

importing and exporting of goods.

外国大使馆提供了很好的项目和大量的商品信息来促进出口。你可以知道你到底想买什么。如果你在出口，你可以联系当地的贸易部，看看他们有什么计划来促进出口。此外，您应该咨询税务部门，以了解是否有设立进出口公司的特定流程，以及您需要哪些文件。你还需要了解进出口货物的任何许可证要求。

Some countries do not allow their goods to go to a certain country and vice versa, this is known as an embargo. In this way, you can make sure that there are no embargoes with the country you are looking to trade with.

有些国家不允许他们的货物进入某个国家，反之亦然，这就是所谓的禁运。通过这种方式，你可以确保与你想进行贸易的国家没有禁运。

商务 4

第 4 条

Unit one

第一单元

Task 5

任务5

Traveler's Checks

旅行支票（已考）

Many of the banks and travel services in western countries provide a convenience for travelers by issuing traveler's checks. Travelers, when buying the checks, have to sign the checks in the presence of the bank or service clerks. During the trip, travelers can cash the checks at the agencies of the bank or the travel service whenever they need after their counter-signatures are recognized. A lot of travelers like to buy these checks as they don't have to take along much cash and worry about counterfeit signatures. The agencies will get back the money they have paid by sending the checks to the issuing offices.

西方国家的许多银行和旅行社通过签发旅行支票为旅客提供便利。旅客在购买支票时，必须在银行或服务人员在场的情况下签字。在旅行中，旅客可以在银行或旅行社的代理处兑换支票，只要他们的会签被认可。很多旅客喜欢买这些支票，因为他们不必带太多现金，也不必担心伪造的签名。代理处将把支票寄到开证处，以取回已付的钱。

Traveler's checks are generally of small face value, such as ten or twenty dollars, or five or ten pounds, for miscellaneous payments. There is no time limit for their circulation period. It is very profitable for the issuing offices to finance the funds they collect by issuing traveler's checks because they not only receive a service charge from the

check buyers, but they also don't need to pay any interest no matter how long the checks remain in circulation before clearing. This is why banks and travel services are willing to provide this convenience.

旅行支票通常票面价值很小，如10美元或20美元，或5或10英镑，用于支付杂项费用。它们的流通期没有时间限制。发行机构通过发行旅行支票筹集资金是非常有利可图的，因为他们不仅从支票购买者那里收取服务费，而且无论支票在清算前流通多久，他们都不需要支付任何利息。这就是为什么银行和旅行社愿意提供这种便利。

Task 6

任务6

Schengen Visa Application Steps

申根签证申请步骤

Identify the country or countries you will be traveling to. It is particularly important to know which countries you are traveling to because it determines where and how you are going to send your application.

确定您要去的国家或地区。特别重要的是要知道你要去哪些国家，因为这决定了你要去哪里，如何递交申请。

• If you are intending to visit just one Schengen country, you will need to apply for the Schengen visa directly with the embassy or consulate of that particular country.

•如果您只打算访问一个申根国家，您需要直接向该国的大使馆或领事馆申请申根签证。

• If you are intending to visit two or more Schengen countries, your application must be sent to the embassy or consulate of the country that shall be your main destination.

•如果您的目的地是申根国家或两个以上国家，则必须将您的申请发送至申根国家。

• If you are intending to visit several Schengen countries, but do not have a main destination, you should apply for the visa at the embassy or consulate of the first Schengen country on your travel itinerary.

•如果您打算访问多个申根国家，但没有主要目的地，您应在旅行行程中向第一个申根国家的大使馆或领事馆申请签证。

Fill out an application form beforehand to obtain a Schengen visa. You can download and print off the form online.

事先填写申请表以获得申根签证。你可以在线下载和打印表格。

Prepare all the requirements for your Schengen visa application. Depending on the consulate or embassy, you are required to show the following documents:

准备好申根签证申请的所有要求。根据领事馆或大使馆的不同，您需要出示以下文件：

-
- **a valid national passport;**
 - 有效的国家护照；
 - **evidence showing the purpose of your trip (e.g. international conference);**
 - 证明旅行目的的证据（如国际会议）；
 - **proof of medical insurance;**
 - 医疗保险证明；
 - **a round-trip travel ticket;**
 - 往返机票；
 - **proof of funds.**
 - 资金证明。

Check the processing time to ensure you get your Schengen visa on time. The processing time varies per embassy, so it is important to take the processing time into account when planning your trip.

检查办理时间，确保你能按时拿到申根签证。每个大使馆的处理时间各不相同，因此在计划旅行时考虑处理时间是很重要的。

Unit Two

第二单元

Task 5

任务5

Customer Service

客户服务

The American idea of customer service is to make each customer the center of attention. And wherever you go, good customer service means making customers feel special.

美国人的客户服务理念是让每个客户成为关注的中心。无论你走到哪里，良好的客户服务意味着让客户感到与众不同。

When customers get to a store, they are treated as honored guests. Customers don't usually find store clerks sitting around watching TV or playing cards. Instead, the clerks greet them warmly and offer to help them find what they want. Customers usually don't have to ask how much items cost, since prices are clearly marked.

当顾客到达商店时，他们被当作贵宾对待。顾客通常不会看到店员坐在那里看电视或打牌。取而代之的是，店

员热情地招呼他们，并主动提出帮助他们找到他们想要的东西。顾客通常不必询问商品的价格，因为价格是明码标价的。

When customers are ready to check out, they can go to the nearest and shortest checkout lane.

当顾客准备结账时，他们可以去最近、最短的结账通道。

Good stores open new checkout lanes when the lineups get too long. Some even offer express lanes for customers with 10 items or less. After they pay for their purchases, customers receive a smile and a warm “thank you and have a nice day” from the clerk.

当排队的队伍太长时，好的商店会开辟新的收银通道。有的甚至为10件以下的顾客提供快车道。顾客付款后，店员会给顾客一个微笑和一句热情的“谢谢你，祝你今天愉快”。

In America, customer service continues long after the sale. Many products come with a moneyback guarantee. Expensive items like cars, computers or stereos often have a warranty that ensures trouble-free use for a period of a year or more. Advertisements regularly include the motto, “Your satisfaction is guaranteed.” So if there is a problem with the product, customers can take it back. The customer service representative will often allow them to exchange the item or return it for a full refund.

在美国，顾客服务在销售后很长一段时间仍在继续。许多产品都有退款保证。像汽车、电脑或音响之类的昂贵物品通常都有一个保修期，保证在一年或更长时间内无故障使用。广告中经常有这样一句格言：“你的满意是有保证的。”因此，如果产品有问题，顾客可以收回。客户服务代表通常会允许他们换货或退货以获得全额退款。

Customer service in America grows out of the belief that “the customer is always right”. If a person receives poor service from a store, he probably will avoid shopping there in the future. On the other hand, customers often remain loyal to a business that has excellent service even if their prices are higher.

美国的客户服务源于“顾客永远是对的”的信念。如果一个人从商店得到的服务很差，他将来可能会避免在那里购物。另一方面，即使价格更高，客户也会对服务优良的企业保持忠诚。

Task 6

任务6

The “Feel Good Factor” in Customer Service

顾客服务中的“感觉良好因素”

A challenge in working in customer service is to ensure that you have focused your attention on the right key areas, measured by the right Key Performance Indicator (KPI). One of the most important aspects of a customer

service KPI is what is often referred to as the “Feel Good Factor”. Basically the goal is not only to help the customer have a good experience, but to offer an experience that exceeds expectations. Several key points are listed as follows:

在客户服务部门工作的一个挑战是确保你的注意力集中在正确的关键领域，这是由正确的关键绩效指标(KPI)来衡量的。客户服务KPI最重要的一个方面就是通常所说的“感觉良好因素”。基本上，我们的目标不仅是帮助客户获得良好的体验，而且要提供超出预期的体验。以下是几个要点：

Know what products/services you are offering from back to front. In other words, be an information expert. It is okay to say “I don’t know”, but it should always be followed up by “but let me find out” or possibly “but this person will be able to assist you”. Whatever the situation may be, make sure that you don’t leave your customer with an unanswered question.

知道你提供什么样的产品/服务。换句话说，做一个信息专家。说“我不知道”是可以的，但应该总是在后面加上“但让我知道”或者“但这个人会帮助你的”。无论情况如何，确保不要给客户留下未回答的问题。

Most of the communication that you relay to others is done through body language. If you have negative body language when you communicate with others, it shows that you don’t care. Two of the most important aspects of positive body language are smiling and eye contact. Make sure to look your customers in the eye. It shows that you are listening to them and hearing what they are saying. And of course smiling is more inviting than a blank look or frown.

你传递给别人的大部分交流都是通过肢体语言完成的。如果你在和别人交流时有消极的肢体语言，那说明你不在乎。积极肢体语言最重要的两个方面是微笑和眼神交流。一定要直视顾客的眼睛。这表明你在听他们说话，也在听他们说什么。当然，微笑比茫然的表情或皱眉更吸引人。

Nothing surprises your customers more than an employee going the extra mile to help them.

没有什么比一个员工竭尽全力帮助客户更让客户感到惊讶的了。

Always look for ways to go above and beyond the expectations of your customers. In doing so, it helps them to know that you care and it will leave them with the “Feel Good Factor” that you are searching for.

始终寻找超越客户期望的方法。这样做可以帮助他们知道你关心他们，这会给他们留下你正在寻找的“感觉良好的因素”。

Unit Three

第三单元

Task 5

任务5

Non-Verbal Communication in Negotiation

谈判中的非言语交际（已考）

Communication plays an important role in a negotiation. Participants communicate information not only verbally but non-verbally through body language and gestures. By understanding how nonverbal communication works, a negotiator is able to understand the information the other participants are giving out non-verbally. At the same time, the negotiator keeps things secret that would limit his / her ability to negotiate.

沟通在谈判中起着重要的作用。参与者通过肢体语言和手势交流信息，不仅是口头的，而且是非语言的。通过了解非语言交流的工作原理，谈判者就能够理解其他参与者以非言语方式传达的信息。同时，谈判者会对会限制他/她的谈判能力的事情保密。

Take “non-verbal anchoring” as an example. In a negotiation, a person can gain the advantage by verbally expressing his / her position first. He / she also can “anchor” and gain advantage with nonverbal cues like the following. First, personal space: the person at the head of the table is the obvious symbol of power. Negotiators may be unhappy with this strategic advantage. Second, first impression: begin the negotiation with positive gestures and enthusiasm. Look the person in the eye with honesty and respect. If you cannot maintain eye contact, the other person might think you are hiding something or you are dishonest.

以“非语言锚定”为例。在谈判中，一个人可以通过先口头表达自己的立场来获得优势。他/她还可以“锚定”并通过以下非语言暗示获得优势。首先，个人空间：坐在桌子前面的人是权力的明显象征。谈判者可能对这种战略优势不满意。第二，第一印象：以积极的姿态和热情开始谈判。真诚地、尊重地看着对方的眼睛。如果你不能保持眼神交流，对方可能会认为你在隐瞒什么或者你不诚实。

Another example is reading non-verbal communication. Being able to read the non-verbal communication of another person can be a great asset in the communication process. By being aware of different signs and expressions that a person gives verbally and non-verbally, a negotiator can adjust his / her approach and the negotiation can go smoothly. If possible, it may be helpful for negotiation partners to spend time together in a comfortable atmosphere outside of the negotiation room. Being familiar with another person helps you to sense the differences between verbal and non-verbal communication within the negotiation atmosphere.

另一个例子是阅读非语言交流。能够阅读另一个人的非语言交流是沟通过程中的一大财富。通过意识到一个人口头上和非口头上给出的不同的符号和表达，谈判者可以调整他/她的方法，谈判可以顺利进行。如果可能的话，让谈判伙伴在谈判室外的一个舒适的气氛中共度时光可能会有所帮助。熟悉另一个人有助于你感觉到谈判气氛中口

Task 6

任务6

The Golden Rules of Negotiating

谈判的黄金法则

The art of negotiating is a difficult skill for most of us, even good salespeople. Here are three golden rules for you to follow:

谈判的艺术对我们大多数人来说都是一项困难的技能，即使是优秀的销售人员。这里有三条黄金法则可以让你遵循：

1. Always Start the Negotiations

1总是开始谈判

You must initiate the process. This is because whoever controls the start of the negotiations tends to control where they end. If you let the other party start negotiations, you will be constantly giving up control, often without even realizing it. For instance, when you ask someone what his project budget is, you are allowing him to start the negotiations. You will then spend your time chasing his number rather than finding the best solution. So, never let the other party control the negotiations.

你必须启动这个过程。这是因为谁控制了谈判的开始，谁就会控制谈判的终点。如果你让另一方开始谈判，你就会不断地放弃控制权，常常甚至没有意识到。例如，当你问某人他的项目预算是多少时，你就允许他开始谈判。然后你会花时间去追查他的号码，而不是找到最好的解决方案。所以，千万不要让对方控制谈判。

2. Always Negotiate in Writing

2总是以书面形式谈判

The purpose of negotiations is to arrive at a formal written agreement, not tell a story or spend time talking. From the first moment you begin a proposal, you should create a document and take it to the client. It will include all the points of agreement and become real to the prospective customer.

谈判的目的是达成正式的书面协议，而不是讲故事或花时间交谈。从开始提案的第一刻起，您应该创建一个文档并将其交给客户。它将包括所有的协议点，并成为现实的潜在客户。

Negotiating first and then having to create a document adds unnecessary time to a transaction. But if you build your written agreement as you negotiate, you are prepared to ask for a signature the moment the decision to buy is

made.

首先协商，然后必须创建文档，这会给事务增加不必要的时间。但是，如果你在谈判时建立了书面协议，你就准备在做出购买决定时要求签署。

3. Always Stay Cool

三。保持冷静

The negotiation table can be loaded with agendas, egos and emotions. Great negotiators know how to stay cool, providing leadership and solutions, while the rest of the room becomes insanely invested in personal agendas and useless emotions. Crying, getting angry and blowing off steam may make you feel good, but such behavior will not benefit you while negotiating. When the rest of the room gets emotional, stay cool and use logic to negotiate and close.

谈判桌上可以装满议程、自负和情绪。伟大的谈判者知道如何保持冷静，提供领导和解决方案，而其他人则会疯狂地投入到个人议程和无用的情绪中。哭泣、生气和发泄情绪可能会让你感觉良好，但这样的行为在谈判时对你没有好处。当其他人情绪激动时，保持冷静，用逻辑来谈判和结束。

Unit Four

第四单元

Task 5

任务5

Franchise

特许经销权

Franchising is the practice of using another firm's successful business model. The word "franchise" comes from French meaning free, and is used both as a noun and as a verb. For the franchisor, the franchise is another way to build "chain stores" to distribute goods that avoids the investments and debts of a chain. The franchisor's success depends on the success of the franchisees. The franchisee can get more money than a direct employee because he or she has a vital interest in the business.

特许经营是使用另一家公司成功的商业模式的做法。“特许经营权”一词来自法语，意思是自由，既可用作名词，也可用作动词。对于特许经营人来说，特许经营是另一种建立“连锁店”的方式，以分销商品，避免连锁企业的投资和债务。特许人的成功取决于被特许人的成功。特许经营人可以比直接雇员得到更多的钱，因为他或她在企业中有着至关重要的利益。

It should be recognized that franchising is one of the means available for getting investment money without giving up control of the chain operation and building a distribution system for servicing it. After the brand and the action plans are carefully designed and properly operated, franchisors are able to sell franchises and expand rapidly across the globe. It is said about 4% of all businesses in the United States are franchisee-worked. But franchisor rules are usually very strict in the US as well as in most other countries. Trademarks, proprietary service marks and regulations need to be observed carefully.

应该认识到，特许经营是在不放弃对连锁经营的控制和为连锁经营建立分销系统的情况下获得投资资金的一种手段。在品牌和行动计划经过精心设计和正确操作后，特许经营商就能够销售特许经营权，并在全球迅速扩张。据说在美国大约有4%的企业是特许经营的。但在美国和大多数其他国家，特许经营规则通常都非常严格。商标、专有服务标志和法规需要仔细遵守。

It's important to know that there is risk for people buying the franchises. There are a lot of myths surrounding the success and failure rates of franchise businesses. One of the more popular myths states that franchise businesses have lower risk than independent business start-ups. Another one suggests that it's almost impossible to fail. Both are untrue, and it's important for today's franchise-seekers to be aware of this fact.

重要的是要知道人们购买特许经营权是有风险的。关于特许经营业务的成功率和失败率，有很多神话。其中一个比较流行的说法是特许经营企业比独立创业企业风险更低。另一个建议是几乎不可能失败。这两种说法都是不真实的，对于今天的特许经营寻求者来说，意识到这一点是很重要的。

Task 6

任务6

Four Tips for Becoming a Franchisee

成为加盟商的四大秘诀

If you want to become a franchisee, the tips below can help you to find the perfect opportunity.

如果你想成为一个加盟商，下面的提示可以帮助你找到一个完美的机会。

Be focused on your preference

专注于你的喜好

On the stage of decision-making, the bottom line is: Don't rule out a business without learning or seeing what the day-to-day will look like. For instance, think about a mom returning to the work force who knows she wants to interact with children on a daily basis. Among the hundreds of options there, she needs to decide if she would like to

be hands-on as a teacher or if she would rather manage a facility that tutors children in math. Deciding between the two is easy if she considers which day-to-day position she would prefer and how that will impact her other goals.

在决策阶段，底线是：不排除没有学习或没有看到日常生活会是什么样子的企业。例如，想想一位母亲回到工作岗位，她知道自己想每天和孩子们互动。在那里的成百上千个选择中，她需要决定是愿意亲自当老师，还是更愿意管理一个辅导孩子数学的机构。如果她考虑到自己更喜欢哪种日常工作，以及这会对她的其他目标产生怎样的影响，那么在这两者之间做出决定是很容易的。

Be proactive with your research

积极主动地进行研究

After you've determined what role you want in a franchise, it's important to start researching different options. Physically visit many different franchise locations and browse the web and then determine what will be a good fit in your community.

在你决定了你想在特许经营中扮演什么角色之后，开始研究不同的选择是很重要的。实际访问许多不同的特许经营地点，浏览网页，然后确定什么是最适合你的社区。

Make sure the franchisor has experience

确保特许人有经验

Before signing on to a franchise, it is essential to ask the franchisor about the executive team and its past industry experience. Find out if the company leaders have had significant experience at another franchise and are now applying that knowledge successfully.

在签署特许经营权之前，有必要向特许经营方询问管理团队及其过去的行业经验。看看公司领导是否在另一家特许经营公司有过丰富的经验，并且正在成功地运用这些知识。

Read the franchise disclosure document carefully

仔细阅读特许经营权披露文件

The first thing to look at is how much a franchise would cost to purchase. Make sure you have a financial advisor who can look at that item with you and see the type of profit a franchisee can make on average. It's also important to take a look at the post-termination clause in the agreement to make sure that when you want to leave the business, you know the terms well and your interests are properly protected.

首先要看的是购买特许经营权的成本。确保你有一个财务顾问，他可以和你一起看这个项目，看看特许经营商平均能赚多少利润。同样重要的是，看看协议中的离职后条款，以确保当你想离开公司时，你很清楚这些条款，你的利益得到了适当的保护。

Unit Five

第五单元

Task 5

任务5

Successful Team Work and Team Building

成功的团队合作和团队建设（已考）

Team building skills are critical for your effectiveness as a manager or entrepreneur. And even if you are not in a management or leadership role yet, better understanding of team work can make you a more effective employee and give you an extra edge in your corporate office.

团队建设技能对你作为管理者或企业家的效率至关重要。而且，即使你还没有担任管理或领导职务，更好地理解团队合作可以使你成为一个更有效的员工，并使你在公司的办公室里获得额外的优势。

Team building success is when your team can accomplish something much bigger and work more effectively than a group of the same individuals working on their own. There are two critical factors in building a high performance team.

团队建设成功是指当你的团队能够完成更大的任务，并且比一组单独工作的人更有效地工作。建立一支高效团队有两个关键因素。

The first factor in team effectiveness is the diversity of skills and personalities. It means people use their strengths in full, but can compensate for each other's weaknesses. Or, different personality types balance and complement each other.

团队效能的第一个因素是技能和个性的多样性。这意味着人们充分利用自己的优势，但可以弥补彼此的弱点。或者，不同的人格类型是相互平衡和互补的。

The other critical element of team work success is that all the team efforts are directed towards the same clear goals, the team goals. This relies heavily on good communication in the team and harmony in member relationships.

团队工作成功的另一个关键因素是所有团队的努力都指向同一个明确的目标，即团队目标。这在很大程度上依赖于团队中良好的沟通和成员关系的和谐。

In real life, team work success rarely happens by itself if there are no focused team building efforts or activities. There is simply too much room for problems. For example, different personalities may build up conflicts. Or even worse, some people with similar personalities may start fighting for authority and dominance in certain areas of

expertise. Even if the team goals are clear and accepted by everyone, there may be no team commitment to the group goals, or no consensus on the means of achieving those goals. There may be a lack of trust and openness, which may block critical communication and lead to loss of coordination in the individual efforts. This is why every team needs a good leader who is able to deal with all team work issues.

在现实生活中，如果没有集中的团队建设努力或活动，团队工作的成功很少会单独发生。问题的空间实在太大了。例如，不同的性格可能会导致冲突。甚至更糟的是，一些性格相似的人可能会开始为某些专业领域的权威和统治权而战。即使团队目标是明确的并被每个人接受，也可能没有团队对团队目标的承诺，或者对实现这些目标的方法没有共识。可能缺乏信任和开放性，这可能会阻碍关键的沟通，并导致个人努力的协调性丧失。这就是为什么每个团队都需要一个能够处理所有团队工作问题的优秀领导者。

Task 6

任务6

Team Spirit

团队精神

Team spirit can make or break a team. Teammates who have team spirit are better able to work together and achieve team goals. They are also more satisfied with their team activities. John Wooden, a former basketball coach at UCLA, said, "Team spirit means you are willing to sacrifice personal considerations for the welfare of all. That defines a team player." There are certain skills team members develop that serve as good examples of team spirit.

团队精神可以决定一个团队的成败。有团队精神的队友更能合作，达成团队目标。他们对团队活动也比较满意。加州大学洛杉矶分校前篮球教练约翰·伍德说：“团队精神意味着你愿意为所有人的福利牺牲个人考虑。团队成员所培养的某些技能是团队精神的好榜样。

Cooperation

合作

Cooperating is simply working together as teammates for the good of the team. Cooperation is a skill that team members can sharpen during practice. For example, basketball players must practice passing the ball in different plays and situations. Team efficiency is directly related to the cooperation of its members. Acting cooperatively is a good way to show team spirit because doing so contributes to the overall success of the team.

合作只是为了团队的利益而作为队友一起工作。合作是团队成员在实践中可以磨练的技能。例如，篮球运动员必须在不同的比赛和情况下练习传球。团队效率直接关系到团队成员的合作。合作是展示团队精神的好方法，因为

这样做有助于团队的整体成功。

Motivation

动机

Team members must fulfil their duties with their full efforts. Staying motivated shows team spirit because it shows that you want the team to do well. This includes being motivated to give your best in practice and in competition, as well as outside of team activities. For example, a baseball player can show team spirit by being motivated to practice his swing outside of practice.

团队成员必须全力以赴履行职责。保持上进心显示出团队精神，因为这表明你希望团队做好。这包括在实践和竞争中，以及团队活动之外，激发自己的最佳表现。例如，棒球运动员可以通过在练习之外练习挥杆来表现团队精神。

Respect

尊重

Respect for your fellow team members is a must. You can show respect to your teammates by treating everyone fairly and equally. Teammates also respect each other by allowing everyone to participate. Respecting fellow teammates keeps everyone in a good mood and encourages overall team spirit. For example, people can show team spirit through respect by encouraging other team members who might be struggling.

尊重你的团队成员是必须的。你可以通过公平、平等地对待每个人来表达对队友的尊重。队友们也会互相尊重，让每个人都参与进来。尊重队友可以让每个人都保持良好的心情，并鼓励整体团队精神。例如，人们可以通过鼓励其他可能正在挣扎的团队成员来表现团队精神。

Unit Six

第六单元

Task 5

任务5

The Balance Sheet

资产负债表

The balance sheet is produced at the end of a company's financial year, and is a snapshot of its financial situation. It shows the company's assets and liabilities at that point in time.

资产负债表是在公司财政年度结束时编制的，是公司财务状况的快照。它显示了当时公司的资产和负债情况。

There are two halves to a balance sheet. The top half shows where the money is being used in the business (the net assets), and the bottom half shows where this money came from (the capital employed). The total of each half should be the same, hence the expression balance sheet.

资产负债表有两半。上半部分显示资金在企业中的使用情况（净资产），下半部分显示资金的来源（使用的资本）。每一半的总和应该是相同的，因此表达资产负债表。

There are two kinds of assets—long-term and short-term. The long-term assets are known as fixed assets, and include the land, buildings, machinery and vehicles that are used in connection with the business. All fixed assets except land are depreciated as they wear out over time. The total fixed assets are the value of the fixed assets, less the accumulated depreciation.

资产分为长期和短期两种。长期资产称为固定资产，包括与经营活动有关的土地、建筑物、机器、车辆等。除土地外，所有固定资产都会随着时间的推移而贬值。固定资产总额为固定资产的价值减去累计折旧。

The short-term assets are known as current assets, and include cash, stocks and receivables that are due within one year.

短期资产称为流动资产，包括一年内到期的现金、股票和应收账款。

The top half of the balance sheet also includes liabilities, that is, all debts and obligations owed by the business to creditors. Current liabilities are those debts that must be paid within the year, such as wages earned but not yet paid. Long-term liabilities may include mortgages and other loans that will not have been paid off within the year.

资产负债表的上半部分还包括负债，即企业欠债权人的所有债务和债务。流动负债是指那些必须在一年内偿还的债务，如已赚取但尚未支付的工资。长期负债可能包括一年内尚未还清的抵押贷款和其他贷款。

The top half of the balance sheet therefore consists of the total of fixed and current assets, less the current and long-term liabilities, giving the net assets.

因此，资产负债表的上半部分由固定资产和流动资产的总和减去流动负债和长期负债，得出净资产。

The bottom half of the balance sheet shows where this money came from. For a limited company, this will include the money raised by issuing shares, and is known as the share capital. The business may also have plowed some of the money back into building up the business. This is called retained profit.

资产负债表的下半部分显示了这些资金的来源。对于有限公司来说，这包括发行股票筹集的资金，称为股本。这家公司可能还投入了一部分资金来发展业务。这叫做留存利润。

The bottom half of the balance sheet therefore consists of the total of share capital and retained profits, giving the capital employed.

因此，资产负债表的下半部分由总股本和留存利润组成，并给出了所使用的资本。

Task 6

任务6

Benefits of Electronic Accounting Software in Organizations

电子会计软件在组织中的效益

Data management

数据管理

The manual handling of data, including accounts payable, accounts receivable, payrolls, debt collection and other accounting tasks, is time-consuming. Large organizations will find it impossible to manage all these data if manual accounting is used. Electronic accounting software facilitates purchase order control, invoice processing, payment selection and handling. Because the systems are automated, tasks are managed simultaneously. These systems also enhance data accuracy by double-checking a vendor's invoice against the purchase order and the inventory module.

手工处理数据，包括应付账款、应收账款、工资单、追债等会计任务，非常耗时。如果使用人工会计，大型组织将发现不可能管理所有这些数据。电子会计软件有助于采购订单控制、发票处理、付款选择和处理。因为系统是自动化的，所以任务是同时管理的。这些系统还通过根据采购订单和库存模块对供应商的发票进行双重检查来提高数据准确性。

Faster and more efficient in processing information

更快、更高效地处理信息

Software enables the generation of many types of useful reports and documents for customers and government agencies and also for management to make decisions. These include invoices, checks and account statements as well as tax-return forms. With modules such as point of sale, the system automatically generates sales slips or sales invoices, reports on items and produces reports on customer and salesperson activities. The payroll module generates and prints payroll checks and can be attached to the general ledger to automatically facilitate the setting aside of the correct amount for the Federal Insurance Contribution Act tax.

软件可以生成多种有用的报告和文档，供客户和政府机构使用，也可以供管理层做出决策。这些包括发票、支票、会计报表以及纳税申报表。通过销售点等模块，系统自动生成销售单或销售发票、项目报告以及客户和销售人员活动报告。工资单模块生成并打印工资单支票，并可附加到总分类账，以便自动为联邦保险缴款法案税收预留正

确的金额。

Cost benefits

成本效益

There are more and more manufacturers of software for accounting; this has made the different types of software more accessible in terms of costs and variety. In the long term, there is a remarkable return on investment for organizations that install accounting software. Manual accounting is time consuming and therefore is invariably costly to the organization. In the absence of automated systems, plenty of labor is required to perform core and non-core accounting functions. But electronic accounting only requires one or two people for accounting, as most data is managed by the system.

会计软件的制造商越来越多，这使得不同类型的软件在成本和种类方面更容易获得。从长期来看，安装会计软件的组织有显著的投资回报。手工会计很耗时，因此对组织来说成本总是很高的。在没有自动化系统的情况下，执行核心和非核心会计职能需要大量劳动力。但是电子会计只需要一两个人来做会计，因为大多数数据都是由系统管理的。

Communication and decision-making benefits

沟通和决策利益

The efficient and timely generation of important documents facilitates communication in an organization, especially a large one. Accounting software essentially connects all other functions and departments in an organization. Decision-makers can easily access inquiries, memos, payrolls, invoices and reports. Unlike manual accounting, data is stored, duplicated and backed up for future reference and to enhance accountability in the organization.

高效及时地生成重要文档有助于组织内部的沟通，尤其是大型组织。会计软件本质上是连接组织中所有其他职能和部门的。决策者可以方便地访问查询、备忘录、工资单、发票和报告。与手工会计不同，数据是存储、复制和备份的，以备将来参考，并增强组织的责任感。

Unit Seven

第七单元

Task 5

任务5

Online Shopping Spree Sets Record

网购狂潮创纪录

Chinese shoppers spent billions online yesterday as they took advantage of discounts offered on Singles' Day (November 11). It is a festival for young single people to celebrate by eating together, sending gifts or going shopping, thus seized on by online retailers to increase sales.

中国消费者昨天在网上花费了数十亿美元，因为他们利用了光棍节（11月11日）提供的折扣。这是一个年轻的单身人士庆祝的节日，他们一起吃饭、送礼物或购物，因此被网上零售商抓住来增加销售额。

It took only 13 hours for sales on just two online sites, Taobao and Tmall, to fly past last year's overall total of 19.1 billion yuan (US\$3.1 billion). The final figure of Singles' Day reached an astonishing 35.02 billion yuan as hundreds of thousands of consumers rushed to buy clothes, furniture, and home decoration items at discount prices. What friends and colleagues greeted each other with that day was "Bought anything today?" as they exchanged tales of bargains or disappointing news of popular items sold out minutes after the spree began at midnight.

仅淘宝和天猫这两个在线网站的销售额仅用了13个小时，就超过了去年191亿元人民币（31亿美元）的销售总额。光棍节的最终数字达到了惊人的350.2亿元，数十万消费者争相以折扣价购买衣服、家具和家居装饰用品。那天朋友和同事互相问候的是“今天买了什么东西吗？”在午夜狂欢开始几分钟后，他们交换了关于廉价商品的故事或令人失望的热门商品卖完的消息。

In under nine hours, turnover at the Alibaba Group's Tmall and Taobao sites had exceeded that of last year's Cyber Monday, a similar event in the United States.

在不到9个小时的时间里，阿里巴巴集团旗下的天猫和淘宝网站的交易额已经超过了去年在美国举行的类似活动“网络星期一”。

"We hope other e-commerce sites also did a good job as we want Singles' Day to be a holiday for consumers and a good chance for retailers to discover the unmet needs of shoppers," Jack Ma, founder and chairman of Alibaba Group, told reporters.

阿里巴巴集团创始人兼董事长马云在接受记者采访时说：“我们希望其他电子商务网站也能做得很好，因为我们希望光棍节成为消费者的节日，也是零售商发现消费者未满足需求的好机会。”

"It's not a difficult thing to bring our total transaction size to 100 billion yuan in a couple of years but we hope to do more to help vendors and manufacturers to upgrade their products and service to reach more clients," Ma said at a news briefing.

马云在一次新闻发布会上说：“在几年内使我们的总交易规模达到1000亿元人民币并不是一件困难的事情，但我们希望能做更多的事情，帮助供应商和制造商升级产品和服务，以接触到更多的客户。”

Cyber Monday Clicks in with Record Sales

“网络星期一”点击量创下销售记录

Cyber Monday rocked while mobile sales roared.

“网络星期一”在手机销售火爆的同时，也发生了翻天覆地的变化。

The day widely regarded as the Super Bowl of online sales created a record day for retailers, including Walmart, and marked a shift in shopping preferences as smartphones and tablets drove nearly a third of traffic — and for some retailers, more than half.

这一天被广泛视为网上销售的超级碗，为包括沃尔玛在内的零售商创造了创纪录的一天，并标志着购物偏好的转变，因为智能手机和平板电脑驱动了近三分之一的流量，而对一些零售商来说，则超过了一半。

Walmart.com expects to register its biggest Cyber Monday yet, coming off a record Black Friday weekend online. Heading into the afternoon Monday, the website had already sold out of PlayStation 4 and Xbox One consoles, which weren't even discounted. Significant savings on TVs and tablets also encouraged shopping, says Joel Anderson, CEO of Walmart.com.

沃尔玛预计将迎来迄今为止最大的网络星期一，打破创纪录的“黑色星期五”周末。进入周一下午，该网站的PlayStation4和XboxOne游戏机已经售罄，甚至连折扣都没有。公司首席执行官乔尔安德森（joelanderson）表示，在电视和平板电脑上的大量节省也鼓励了购物沃尔玛。

Retailers from Target to Sears are fast evolving Cyber Monday into something more akin to Cyber Week, as online deals stretch well beyond Monday.

从塔吉特到西尔斯的零售商正在迅速将“网络星期一”演变成更接近“网络星期一”的活动，因为在线交易远远超出了周一。

As of 6 p.m. ET, sales on Amazon were up 44.3% over last year, while sales at eBay were up 32.1%, according to Channel Advisor, which tracks third-party sellers on eBay and Amazon. The online marketplaces are doing well in part because shoppers are heading to those sites to find popular products that are selling out at regular retailers, says Scot Wingo, CEO of Channel Advisor.

据跟踪eBay和Amazon第三方卖家的Channel Advisor的数据，截至美国东部时间下午6点，亚马逊的销售额比去年增长了44.3%，而eBay的销售额增长了32.1%。渠道顾问公司（channeladvisor）首席执行官斯科特温戈（scotwingo）表示，网络市场之所以表现良好，部分原因是购物者正前往这些网站寻找在正规零售商处销售一空的热门产品。

Flash-sale site Rue La La started Cyber Monday deals on Sunday with a “Cyberthon” that drew more than 350,000 people to the site. The sale promoted as much as 80% off on more than 150 brands.

抢购网站Rue La La周日推出了“网络星期一”交易，吸引了超过35万人参加。这次促销活动对150多个品牌进行了高达80%的促销。

On Monday, sales of Cole Haan and Pandora Jewelry merchandise were strongest, CEO Steve Davis says.

首席执行官史蒂夫戴维斯（stevedavis）表示，周一，科尔·哈恩（colehaan）和潘多拉（Pandora）珠宝商品的销售最为强劲。

Unit Eight

第八单元

Task 5

任务5

Organizing a Business in Different Ways

以不同的方式组织企业

Businesses are structured in different ways to meet different needs. The simplest form of business is called an individual or sole proprietorship. The proprietor owns all of the property of the business and is responsible for everything.

为了满足不同的需求，企业有不同的结构。最简单的商业形式称为个人独资企业。业主拥有企业的所有财产，并对一切负责。

Another kind of business is a partnership. Two or more people go into business together. An agreement is usually needed to decide how much of the partnership each person controls. One kind of partnership is called a limited liability partnership. There are full partners and limited partners. Limited partners may not share as much in the profits, but they also have less responsibility for the business.

另一种生意是合伙经营。两个或两个以上的人一起做生意。通常需要协议来决定每个人控制多少合伙企业。一种合伙企业被称为有限责任合伙企业。有正式合伙人和有限合伙人。有限合伙人可能无法分享那么多利润，但他们对企业的责任也较少。

Doctors, lawyers and accountants often form partnerships to share their risks and profits. A husband and wife can form a business partnership together. Partnerships exist only for as long as the owners remain alive. The same is true of individual proprietorships.

医生、律师和会计师经常结成合伙企业来分担风险和利润。丈夫和妻子可以一起建立商业伙伴关系。合伙企业只有在所有者还活着的时候才存在。个人独资企业也是如此。

But corporations are designed to have an unlimited lifetime. A corporation is the most complex kind of business organization. Corporations can sell stock as a way to raise money. Stocks represent shares of ownership in a company. Investors who buy stock can trade their shares or keep them as long as the company is in business.

但是公司的生命周期是无限的。公司是最复杂的商业组织。公司可以通过出售股票来筹集资金。股票代表公司的所有权份额。购买股票的投资者可以交易股票，也可以在公司经营期间继续持有股票。

A corporation is recognized as an entity — its own legal being, separate from its owners. A board of directors controls corporate policies. The directors appoint top company officers. The directors might or might not hold shares in the corporation. Corporations can have a few major shareholders, or ownership can be spread among the general public. But not all corporations are traditional businesses that sell stock. Some non-profit groups are also organized as corporations.

公司被认为是一个实体——它自己的法律实体，与所有者分开。董事会控制公司政策。董事会任命公司高级管理人员。董事可能持有也可能不持有公司股份。公司可以有几个大股东，或者所有权可以分散在普通公众中。但并不是所有的公司都是出售股票的传统企业。一些非营利组织也被组织成公司。

任务6

Three Americans Win Nobel Economics Prize in 2013

三名美国人获得2013年诺贝尔经济学奖

The Royal Swedish Academy of Sciences awarded the Nobel Prize in economics to three Americans, Eugene Fama, Lars Peter Hansen and Robert Shiller on Oct. 14, 2013. Eugene Fama and Lars Peter Hansen are both professors at the University of Chicago. Robert Shiller is a professor at Yale University. They will share the prize worth about 1.2 million dollars.

瑞典皇家科学院于2013年10月14日将诺贝尔经济学奖授予三位美国人尤金·法马、拉尔斯·彼得·汉森和罗伯特·希勒。尤金·法马和拉尔斯·彼得·汉森都是芝加哥大学的教授。罗伯特·希勒是耶鲁大学的教授。他们将分享价值约120万美元的奖金。

“This year’s prize in economic sciences is about predictions.” All three of this year’s prize winners are mainly known for their research and explanations of pricing forces in financial markets. They have had a big influence on the way people look at and talk about financial markets.

“今年的经济科学奖是关于预测的。”今年的三位获奖者都以对金融市场定价力的研究和解释而闻名。它们对人们看待和谈论金融市场的方式产生了重大影响。

Eugene Fama’s research on financial markets in the 1960s led market watchers to change their ideas about investing. His ideas are linked to the theory that markets are efficient, which means market actors taking all available information to create the correct price for things at any given time. This also means that over short periods of time, it is not possible to predict prices.

尤金·法马（Eugene Fama）在20世纪60年代对金融市场的研究导致市场观察者改变了对投资的看法。他的观点与市场是有效的理论联系在一起，这意味着市场参与者利用所有可用的信息在任何给定的时间为事物创造正确的价格。这也意味着在短时间内，不可能预测价格。

Robert Shiller found, however, that over long periods, the opposite is true. It is possible to predict the movement of prices and that price changes are linked to human behavior.

然而，罗伯特·希勒发现，长期以来，情况恰恰相反。预测价格的变动是可能的，而且价格的变化与人类的行为有关。

The findings of both economists have led to the growth of index funds, investing many different securities as a way to reduce risk. Mr. Shiller also helped to create the Standard & Poor’s Case-Shiller home prices index. That index follows home prices across the United States.

这两位经济学家的研究结果导致了指数基金的增长，他们投资了许多不同的证券，以此来降低风险。希勒还帮助创建了标准普尔（Standard&Poor's Case-Shiller）房价指数。该指数紧跟美国各地的房价。

Lars Peter Hansen developed a method for studying historical pricing information. His method supports Mr. Shiller’s findings and has influenced efforts to predict prices in the financial industry. The Nobel Prize in economics was not created by Alfred Nobel, but was established in his memory by Sweden’s central bank in 1968.

Lars-Peter-Hansen开发了一种研究历史定价信息的方法。他的方法支持了希勒的发现，并影响了金融业预测价格的努力。诺贝尔经济学奖不是阿尔弗雷德·诺贝尔创立的，而是瑞典央行1968年为纪念他设立的。