

出版说明

随着本世纪初开始的大学英语教学改革持续深入,大学英语教学水平及大学生的英语综合应用能力在不断提高。与之相应的研究生英语教学也面临着新的形势和要求。有针对性地培养和提高研究生的英语应用能力,特别是提高其在本专业及相关专业领域的英语口语和书面交流能力,并为进一步学习和研究打好基础,成为研究生英语教学的一个重要任务。

据了解,目前国内许多高校的研究生英语教学仍基本沿用本科的英语教学模式。教学目标以提高学生基本语言技能为主,教材也多选用本科高年级的教材,或虽使用一些研究生英语教材,但在教学内容与教学目标上与本科教学并没有本质区别。与此同时,也有越来越多的院校开始尝试新的研究生英语教学模式。为研究和探索研究生英语教学的特点和要求,我们近年来对北京大学、清华大学、四川大学、浙江大学、山东大学、北京理工大学、南开大学、中国科学技术大学、南京大学、中山大学、哈尔滨理工大学、西北工业大学、华中科技大学等国内数十所院校进行了调研,对研究生英语教学的现状、存在的问题及今后的发展趋势进行了分析,在此基础上,组织国内英语教学专家及一线教师开发了“高等学校研究生英语系列教材”。

为体现不同阶段、不同层次的教学要求,本套教材由提高系列与拓展系列两个主要部分构成:提高系列着重在本科阶段英语学习的基础上进一步巩固语言知识,提高语言技能;拓展系列则根据研究生专业学习和研究的特点和需要,着重拓展其学术视野,培养学术研究能力。为便于各高校针对本校需要进行选择,本套教材包含语言技能、语言应用、语言文化、专业英语等方面的不同教程,还将根据研究生英语教学的发展适时补充新的教程。

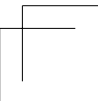
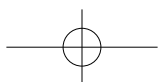
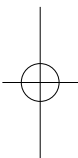
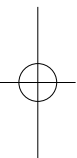
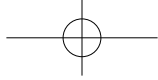
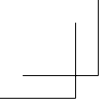
本套教材既考虑当前研究生英语教学的实际情况,又适应研究生英语教学的改革趋势。各教程在内容和形式上都有所创新,突出实用性和专业性,还配有丰富的多媒体资源,可满足不同层次、不同模式研究生英语教学的需要。但由于研究生入学时英语水平参差不齐,各院校教学情况比较复杂,在课程设置、课时安排及考核方式等方面均存在较大差异,教材难免众口难调。我们在尽量提供多种选择和配套资源的同时,也希望使用本套教材的院校及时将使用意见反馈给我们,以便我们不断修订、补充、完善。

外语教学与研究出版社

2008年4月

出版说明

综合教程



前言

《研究生英语综合教程》(以下简称《综合教程》)为“高等学校研究生英语提高系列教材”之一,依据《非英语专业研究生英语教学大纲》的要求,基于广泛而深入的调研,充分考虑与大学本科阶段的衔接,根据研究生英语教学特点进行设计和编写,旨在通过说、读、写、译等技能的综合训练,提高研究生阅读、翻译和写作的能力。《综合教程》包含上、下两册,内容难度和学习重点有所不同,可用于研究生阶段两个学期的英语教学,也可由教师根据学生的实际水平选择使用。

《综合教程》每册包含 10 个单元,每单元的说、读、写、译活动围绕一个特定主题展开。这样的设计有助于增强学生在语篇层次上的说、读、写、译能力,提高他们对所读材料的分析判断和归纳总结能力,以及用英语就某一话题表达观点的能力。《综合教程》遵循“读写结合,以读写促说”的原则,保证教学过程中语言输入丰富准确,输出活动形式多样,有效提高学生的语言理解与表达能力。本教程的课堂教学活动经过精心设计,使学生在理解课文的基础上能用目标语表达对主题的理解,并能进一步就主题进行讨论。

《综合教程》课文选用了真实的语言素材,让学生接触真实环境下的英语。在阅读文章前,教材设计了以任务为中心、生动有趣的口语热身活动。在阅读文章后,设计了阅读理解练习以及基于文章理解的思考讨论题。教师用书中提供了口语活动的操作指导、语言提示,以及一些备用的课堂口语活动和讨论话题,这不仅方便了教师的教学,而且能够满足不同程度学生的需求,使尽可能多的学生参与到讨论活动中。

一、教材结构

《综合教程》分上、下两册,每册 10 单元,各单元结构如下:

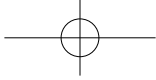
1. Starting Out

本部分是热身活动,教材提供了与单元主题相关的两至三个口语活动,为其后的阅读理解和讨论做铺垫。教师可根据课堂实际情况选用。

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2. Reading

本部分旨在培养学生篇章理解以及获取特定信息的能力,使学生能正确理解所读内容的主旨及作者的思想。该部分由 Reading Focus 和 Reading More 两篇阅读文章构成。Reading Focus 是每个单元的主课文,与单元主题紧密联系;Reading More 是对主题的拓展,既可以作为课内阅读材料也可作为学生课下自学材料。每篇文章后都有词汇表、课文注释、阅读理解题、思考讨论题和词汇练习题。词汇表对积极词汇讲解细致,并提供例句。课文注释不仅对难句作了解析,而且对相关文化点作简要介绍,使学生对课文有较深入的理解。

阅读理解练习(Text Exploration)包括对文章整体结构以及文章难句的理解,这部分练习旨在让学生在理解文章的基础上,自行归纳出文章的结构和大意,并理解一些难句或有隐含意义的句子。

讨论题(Critical Thinking)有层次上的变化,既有对文章主题或难句难点的讨论,又有结合学生实际的话题讨论。针对研究生思维活跃、思想有深度的特点,讨论题为学生阐述自己的观点提供了大量机会。

词汇练习(Vocabulary in Action)形式丰富,主要是让学生多角度地去掌握词汇,在语境中探悉词法,复习巩固已知词汇,了解新用法,以求扩大词汇量,提高阅读和写作能力。

建议教师在课堂上组织学生做阅读理解练习和思考讨论题,词汇练习可以让学生课下完成,在课上选择一些难点进行讲解。

3. Practical Translation

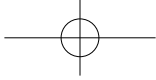
本部分主要介绍并讲解本单元课文中出现的语言现象及其英汉翻译方法,并辅以例句说明,所用例句部分出自本单元的课文。讲解后配有相应的翻译练习,可安排学生课下完成。

4. Focused Writing

本部分系统地讲解了研究生阶段经常接触到的文体,从语言特点、写作技巧、组织结构等方面给予指导并提供写作范例。每单元都配有写作练习,教师可以从学生习作中选择一至两篇优秀作文或存在典型问题的作文在课堂上进行评析,以往的经验表明这样的做法非常受学生的欢迎。

5. Final Project

本部分要求学生综合运用本单元所学语言文化知识和语言技能,完成一项实践任务,并通过完成实践活动来强化学习效果。教材还为学生提供了语言方面的帮助,如一些可能会用到的词汇和表达。



二、教材特色

1. 脉络清晰，操作便捷

每单元遵循三大主线，分别侧重提高研究生的阅读、翻译和写作能力。每单元的说、读、写、译活动围绕一个特定主题展开，其内容既相互关联，又具有一定的独立性，方便教授和学习。

2. 选材丰富，启发思维

教材以单元主题展开，两册共包含 20 个主题，涵盖社会经济、科学技术、人文艺术等各类话题。教程在选材上不仅注重语言的规范性和真实性，还注重内容的趣味性和启发性；题材以反映现实生活为主，立意深刻，适合研究生的阅历；体裁力求多样化，包括叙事、论述、报道、演讲和短篇小说等。大部分素材选自英美国家近期出版物，内容新颖、语言地道，从多方面反映英语文化的内涵。

3. 循序渐进，注重实用

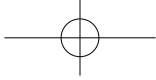
写作部分突出实用性，从一般文体写作到实用文体写作，所讲内容与研究生工作和科研、毕业答辩、求职应聘息息相关，帮助研究生应对学习和实际工作中常见的实用性写作任务。

4. 练习精当，强调互动

教材尽可能采用多种有效的阅读理解和词汇练习形式，主观题和客观题相结合，阅读理解和讨论表达相结合。教材充分考虑到研究生理解力强、社会经验丰富、具有独立判断力、但英语水平可能有所下降的特点，讨论话题设计得较为深刻，并提供了必要的语言帮助，以便使讨论能够顺利进行。

三、教学建议

现代英语教学，尤其是研究生阶段的英语教学，提倡自主学习与有指导的学习相结合。教学过程不再只是灌输知识的过程，而需要学生主动参与和积极探索，在这一过程中教师应作为组织者、指导者、讲解员和评论员，充分发挥组织和指导的作用。除了根据教师用书中的提示来组织教学外，教师还需根据学生的实际情况，提供相应的引导和示范，激发学生的学习兴趣，引导他们积极思考问题，并及时总结和适当点评学生在学习过程中的进步和不足。



四、编写团队

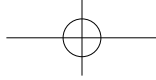
“高等学校研究生英语系列教材”由何莲珍与石坚任总主编，其中《综合教程》由浙江大学负责编写，编者均为在英语教学及教材编写方面有丰富经验的教师。上册主编为熊海虹，编写人员为熊海虹、方富民、方小燕、李淑敏、徐慧芳和徐沁。本书经外籍专家 Sue Kay，Maxine Huffman 和 Donald Huffman 审稿，外研社的编辑在出版过程中也对本书结构和内容提出了许多有价值的建议，浙大外语学院的方凡老师在编写前期做了大量的建设性工作，在此谨向他们表示衷心的感谢。

在本书编写过程中，我们参阅了大量国外原版书籍和期刊，并从互联网上选取了部分文字材料。由于篇幅所限，在此不再一一列出，谨向有关出版社及作者表示深深谢意。

前言

综合教程

编者
2009 年 4 月

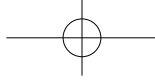


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Unit 1

Planning Your Future Career

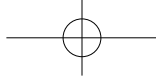
TOPIC-RELATED INFORMATION



Although people today enjoy more career freedom and opportunities than the past generations, they are also confronted with more challenges. This is largely due to recent social progress such as the spread of the idea of personal choice and self-direction, the development of the Internet and the increased acceptance of people having multiple kinds of work. Workers are provided with more career options than ever before. Alternatives to a traditional permanent full-time job may include part-time work, contract jobs, freelancing, telecommuting, working at home, starting your own business, taking franchise options, etc.

Nevertheless, the ever-increasingly competitive job market and quick life tempo make more and more people obsessed with the problem of securing a suitable job, which gives prominence to career planning. For an effective career planning, people need to consider their strengths and weaknesses in character, skill sets, and working experience as well as the requirements that the career they wish to enter has for them and the salary they are promised.

In addition, people's work ethics, that is, the beliefs, values, and principles, also show diversity. For some people, work is just a way of making a living, and money is their only motivation to work. But for others, their career is their identity. They find identity in and are identified by the work they do. Psychic compensation has been proposed as a criterion equally important to the material reward for job-seekers.



STARTING OUT

Sample answers

Task 1

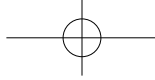


A good employee	Common to both	A good employer
a strong sense of responsibility	good health	good verbal skills
loyalty to and respect for employers	intelligence and creativity	decisiveness
cooperativeness	a sense of humor	good ability of financial management
obedience	good communication skills	good ability in dealing with interpersonal relationships
diligence		assertiveness
enthusiasm for work		being sensitive to problems occurring in management
honesty		ability to put the right person on the right position based on the knowledge of employees' strengths and weaknesses
pleasing personality		being generous to employees
expertise in a given area		being considerate of employees' needs
having a reasonable demand of payment		being encouraging and appreciating
willingness to obtain new knowledge		willingness to listen to different opinions
punctuality		open-mindedness
having the right experience for the position		



employee: good health, a strong sense of responsibility, cooperativeness

employer: good health, good communicative skills, intelligence and creativeness



Unit 1

—Good health is the foundation for career development. For an employee, the sense of responsibility is related to how devoted one will be to his job and cooperativeness ensures a smooth interpersonal relationship and teamwork.

—An employer must be intelligent, which enables him to deal with the business management effectively. Good communicative skills are a guarantee for coordination both in and outside his business, along with the building up of a social network.

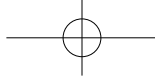


—I'd like to be an employee, for I don't think I'm the kind of person good at running a business, neither am I ambitious nor tolerant of risks. All I want is a well-paid job and a quiet life.

—To be an employer is a better choice for me. To have my own business, big or small, and to run it smoothly is one of my childhood dreams. I'm sensitive to business information and good at communicating with others. And I'm strong enough to endure the hardship of running a business. I'm confident that I'll be a good employer.

Task 2

1. As I see it, Mark needn't worry about the unfavorable situation he might be in after leaving the current job. To make another hopping is the right choice. It is true that companies would rather hire someone who will stay as long as possible at a company. However, they also know very well that loyalty to a company is more closely related to job performance. If one's résumé always shows that he has made great contributions to the companies he worked for, or if he can show his loyalty to a company by exceeding their expectations with his outstanding performance, he's sure to secure a position.
2. Tim should quit the present job and find a more challenging one. In a competitive big city such as New York, an MBA degree earned from a little-known state university in the US Midwest is no guarantee of a stable life. A simple routine job will teach him nothing new. The career prospects for him seem to be unclear. Chances are slight that he will also be promoted as his colleagues were. So, continuing with the present job does nothing good for his personal growth, and he could become a victim of downsizing or restructuring in times of difficulty. Mark Twain said that there is no security in life, only opportunity. If stability is a main consideration, Tim should take other jobs that may not be well-paid, but will enhance his qualifications and make him more adaptable to the ever-changing society.
3. Carol is making an irrational choice if she decides to leave. It is unwise to change her job simply because of the "two-year itch". Experts believe that staying in the same job for

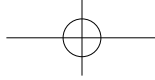


longer time, rather than aimlessly hopping jobs, can provide better learning and career momentum to young professionals. Higher pay and better employment prospects may be temptations hard to resist, but job-hopping can severely hamper career growth as well as wealth creation in the long term. Being a young lawyer, the best choice for Carol is to stay in the same firm for a few more years.

4. It is a good thing for people in their 20's to have different jobs. Some psychologists say that we really don't know what we'll like until we try it. It is nearly impossible to find something right without trying several options. After that, one will experience more personal growth from changing jobs frequently than staying in one job for extended periods of time. Recruiters are well aware of that and don't always associate changing jobs with one's integrity and loyalty. So David needn't care what other people would say.

Task 3

- The first advice sounds more sensible to me. I agree that being practical should be the first criterion to bear in mind when choosing a career. Living expenses are so high that if we don't have enough income to pay the bills, it's impossible to maintain a decent life. Having a job one loves is also what I expect. Maybe you'll say we might find a balance between money and interest, but in my opinion, only a few people would be so lucky as to enjoy every aspect of life. For the majority of us, we have to find a job that meets our practical needs. Whether we love it or not is only a secondary consideration.
- I would follow the second advice offered. When I am choosing my major, whether I love it or not is my first consideration. I can't study it well if I don't like it, and it's a waste of time and energy, even if it promises me a good career prospect. If we don't enjoy our work, our life could be miserable. Moreover, as Charles Schwab said: "The man who doesn't work for the love of work but only for money is not likely to make money nor find much fun in life."
- Both pieces of advice make sense, and I'll try to make a compromise between them and try to find a balance. I would consider both money and love of the job when deciding what I'll study and what I'll do in my life. Pragmatism and idealism are not two extremes, and we don't have to pick up one and sacrifice the other. I know many people who earn a good living and do their jobs with great interest at the same time.

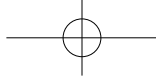


Unit 1

READING FOCUS

Notes

1. Abridged from the Tooling Up column series, this passage is of report style targeting at readers working in the academia or graduate students planning to find a suitable job in the industry setting. It is meant to facilitate readers with up-to-date information concerning the requirements of industry. Being both a chemist and a column writer, the author impresses readers with his objectiveness and conciseness in the presentation. Quotations from life experiences of real people who have been familiar with either academia or industry or both are used at full length so as to make every trait he puts forward more reliable. The use of many long sentences such as relative clauses, adverbial clauses not only creates the effect of considered reasoning, but also contributes to the well-knit organization. Because of the strength in those aspects mentioned above, the passage is especially valuable to those who are confronted with the task of career planning.
2. **Reference phone calls** are phone calls you make to a person who knows you and is willing to describe and support you when you are trying to get a job. Based on the information from the reference via phone calls, the recruiters decide whether they should employ you or not. Usually the contact information of the reference such as name, address, telephone number is provided by yourself, the job applicant.
3. The acronym **AAAS** is the abbreviation for the American Association for the Advancement of Science, the world's largest nonprofit membership association for science-related professionals. Produced by AAAS, sciencecareers.org is the most comprehensive source of science-related employment opportunities, funding announcements, and career development articles on the Internet. Scientists and engineers in academia, industry, and government come to sciencecareers.org to find jobs and then return again and again to gain skills they need to land jobs and build their careers.
4. **The ScienceCareers Forum** is a professional, industrial, academic, and postdoctoral forum covering topics related to employment and career development in scientific and engineering careers, as well as alternative career choices for scientists and engineers.
5. Formerly known as Minnesota Mining and Manufacturing Company until 2002, **3M** is an American multinational conglomerate corporation with a worldwide presence. With over 75,000 employees they produce thousands of products, including adhesives (粘胶), abrasives (研磨材料), laminates (薄膜), passive fire protection, dental products, electrical materials, electronic circuits and optical films. 3M has operations in more than



60 countries—29 international companies with manufacturing operations, and 35 with laboratories.

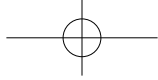
6. A **job description** is a list of general tasks, or functions, and responsibilities of a position. Typically, it also includes to whom the position reports, specifications such as the qualifications required for the person in the job, salary range for the position, etc.
7. A **skill set** is not a qualification. *The Training Package Development Handbook* defines “a skill set” as “a single unit of competency, or a combination of units of competency from an endorsed training package, which links to a license or regulatory requirement, or defined industry need”.
8. **deCODE Genetics** is a biopharmaceutical company, headquartered in Reykjavik, Iceland. deCODE is a global leader in gene discovery. It also applies its discoveries in human genetics to the development of drugs and diagnoses for common diseases.

参考译文

核心员工的特征

大卫·G. 詹森

- 1 核心员工究竟是什么样子的？几乎每次进行调查时，我都会从雇主们那里听到“核心员工”这个名词。我请一位客户——一位正参与研究的人事部经理，给我解释一下。“每家公司都有少数几个这样的员工，在某个专业领域，你可以指望他们把活儿干好。在我的小组中，有七名化工流程工程师和生物学家，其中有那么两三个人是我赖以生存的，”他说，“他们对我的公司而言不可或缺。当请你们公司替我们招募新人的时候，我们期待你们会去其他公司找这样的人：其他公司经理不想失去的员工。我们只招募核心员工。”
- 2 这是一段充满了鼓动性的谈话，目的是把猎头们派往竞争对手的公司去游说经验丰富的员工们做一次职业变更。他们想从另一家公司招募核心员工。然而，每家公司也从新人中招人。他们要寻找的是完全一样的东西。“我们把他们和公司顶级员工表现出的特质进行对照。假如他们看起来有同样特征的话，我们就在他们身上赌一把。”只是这样有点儿冒险。
- 3 “这是一种有根据的猜测，”我的人事经理客户说。作为未来的一名员工，你的工作是帮助人事部经理降低这种风险，你需要帮助他们认定你有潜力成为一名核心员工。



4 特征 1: 无私的合作者

职业顾问和化学家约翰·费策尔最早提出了这个特征。关于这个特征,人们已经写了大量的文章。它之所以值得被反复谈及,是因为这一特征是学术界和企业间最明显的差别。“这里需要合作,”费策尔说,“企业的环境并不需要单打独斗,争强好胜,所以表现出合作和无私精神的员工就脱颖而出。在企业环境中,没有这样的思维方式就不可能成功。”

- 5 许多博士后和研究生在进行这种过渡的过程中表现得相当费力。因为生命中有那么长一段时间他们都在扮演一个独立研究者的角色,并且要表现得比其他年轻的优秀人才更出色。你可以藉此提高在公司的吸引力:为追求一个共同的目标和来自其他实验室和学科科学家们合作——并且为你的个人简历上的内容提供事迹证明。这个方法,加上你在描述业绩时开明地使用代词“我们”,而不是“我”,能使公司对你的看法从“单干户”转变成“合作者”。更为有利的是,要在你实验室内部,以及在和你们实验室合作的人们之间,培养一个良好声誉:一个鼓励并发动合作的人——还要保证让那些会接听调查电话的人们谈及你的这个品质。

6 特征 2: 紧迫感

唐·豪特是一位给 aaas.sciencecareers.org 网站论坛频繁写稿的撰稿人。他之前是一名科学家。许多年前他转向了企业,并一直做到高级管理的职位。他在 3M 公司一个部门负责策略和商业开发工作,这个部门每年上缴的税收高达 24 亿多美元。他就是一个重视紧迫感的人。

- 7 “一年 365 天,一周 7 天,一天 24 小时,生意始终在进行,那意味着一年 365 天,一周 7 天,一天 24 小时,竞争也同样在进行,”豪特说,“公司取胜的方法之一就是更快地到达‘目的地’!这就是说,你不仅要所有能支持公司快速运转的功能都调动起来,而且还得知道如何决定‘目的地’在哪里。这样,不仅对那些行动快速的人们,也对那些思维敏捷,并有勇气按自己的想法行事的人们都提出了要求。这需要全公司各部门的运作,而不仅仅是管理部门的工作。”

8 特征 3: 风险容忍度

企业要求员工能承受风险。“一名求职者需要表现出仅凭不准确、不完整的信息就做出决策的能力。他或她必须能接纳不确定因素并冒着风险做出结论,”一位客户在职业描述中写道。

- 9 豪特赞同这一说法。“商业成功通常有这样一个特质:那就是能接受不确定因素和风险——个人的,组织上的和财务上的。这就让许多科学家感到不适应,因为学术上的成功其实是依靠认真而严谨的研究。更进一步说,伟大的科学常常是由找寻答案的过程和答案本身两者同时来定义的。因此科学家们往往沉迷于过程。在企业里,你需要了解过程,但最终你会迷上答案,然后根据你认为该答案对你的企业所具有的意义来冒风险。像这样敢冒风险是一套技能组合,是所有雇主在他们最好的员工身上所寻找的东西。”



- 10 风险容忍度的另外一个要点是求职者对失败的承受度。失败很重要，因为这表示你不怕冒险。所以各家公司总会寻找有可能犯错误并敢于承认错误的求职者。大家都知道如何谈论成功——或者当他们在寻找工作的时候应该知道。但很少有人乐意谈论失败，更少有人知道如何从失败的边缘吸取教训和获得经验。“对我的企业来说，求职者需要坦然地谈论他或她的失败，而且他或她需要有真正的失败经历，而不是特意为面试而杜撰的东西。如果做不到的话，那么这个人冒的风险还不够，”豪特说。
- 11 特征 4：善于处理人际关系
瑞克·李奇在迪科德遗传工程公司从事业务拓展。李奇最近才转行到企业，做业务方面的工作。我向他咨询这个重要特征，是因为在他的新业务角色中，人际沟通能力在成功和失败之间发挥着很大的作用。“科学家毕生都在积累知识，培养技术上的敏锐感，”他说，“但为企业工作需要完全不同的东西——人际交往的能力。想转行到企业界的科学家们必须优先考虑他们的社会关系资源而不是技术资源。对一个以前一直根据专业知识水平被评价的人来说，突然之间要根据他的人际交往能力来评价他，真是十分令人恐惧。”
- 12 然而，如果认为只有像李奇那样的生意人才需要熟练的人际沟通技巧，那就错了。事实上，我所遇见的在企业工作的核心员工们之所以取得成功，很大程度上是因为他们能够与公司上下各种各样的人共事。

Key to Exercises

Text Exploration

Task 1

Introduction

Question A: What does the term “key players” refer to?

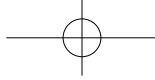
Answer: “Key players” refers to a handful of staff you can count on in a given area of expertise to get the job done.

Question B: How do companies recruit “key players”?

Answer: Companies recruit their staff either by hiring “key players” from another company, or from “newbies” who seem to have the same traits as those top people.

Traits of key players

Trait 1: The selfless collaborator



Unit 1

A. Importance of the trait:

According to John Fetzer, one can't succeed in an industry environment without the mindset of being collaborative and selfless.

B. Ways of developing the trait:

- a. Working together with scientists from other labs and disciplines in pursuit of a common goal.
- b. A liberal use of the pronoun "we" and not just "I", when describing your accomplishments.
- c. To develop a reputation inside your lab and with people your lab collaborates with as a person who fosters and initiates collaborations—and make sure this quality gets mentioned by those who will take those reference phone calls.

Trait 2: A sense of urgency

Importance of the trait:

According to Don Haut, one way that companies win the competition that happens 24/7/365 is to get "there" faster. This trait is a requirement not only for people who can act quickly, but for those who can think fast with the courage to act on their own conviction.

Trait 3: Risk tolerance

Importance of the trait:

A. Being OK with risk is something that industry demands.

Supporting evidence:

- a. Quotation from one of the clients in a job description.
- b. What Don Haut says.

B. Companies consistently look for candidates who can be wrong and admit it.

Supporting evidence:

- a. Failure is important because it shows you were not afraid to take chances.
- b. What Don Haut says.

Trait 4: Strength in interpersonal relationships

Importance of the trait:

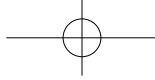
A. For people in business roles, interpersonal abilities make the difference between success and failure.

Supporting evidence:

According to Rick Leach, working for a business requires people skills.

B. It would be a mistake to assume that strong people skills are required only for business people.

Supporting evidence: The key players who succeed in their work at the bench in industry environment in great measure depend on their ability to work with a broad variety of personalities.



Task 2

1. B 2. A 3. D 4. B 5. D 6. B 7. C 8. B 9. B 10. B

Critical Thinking



Step One ►

1.

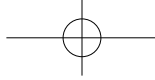
—Yes, I agree with Fetzer. The business environment often demands much more teamwork than academia. Before I came to study for the master's degree, I used to work as a software engineer in an IT company. My job was writing programs, which was not the kind of job I could do well simply on my own. Usually, my supervisor would divide the staff into several groups, and assign each to work on different projects. As you know, a program can never operate smoothly unless every detail is properly designed. When one of the members runs into a problem, the rest of us would have to help him out by trying even harder. In a sense, I think personal achievement depends much on the joint efforts of the group.

—Maybe Fetzer is correct on what he knows about academia and industry. But as far as I'm concerned I don't think the campus laboratory now I'm studying in is less collaborative than the industry.

There are five master candidates and two PhD candidates in my team. Our leader is a young associate professor and he is under the supervision of a prestigious professor in his 50's. We would hold seminars once every week. Everybody introduces academic issues they are interested in or they have been working on recently. We would invite questions, asking for advice from each other and the leaders would listen to the presentations and give comments and point out the right direction for further work. Besides the seminars, there are practical projects that we need to work on. I just feel teamwork is also indispensable in our team. And nowadays, it's quite natural for a graduate or even a post-doctoral to fail to find a good job if he has no experience with successful practical research. So for the sake of our job opportunity, we should be collaborative and selfless.

2.

—I agree with Haut's insight into the importance of failure tolerance and the relationship between failure and taking risks. One's experience of failure helps build his character. Only through failure can one find his weaknesses, which is the



starting point of self-improvement. Those who grow after failures are more broad-minded than those used to an easy life. They are able to accept personal limitations as part of their character and take failures or difficulties as part of life itself. Hence, they are not afraid of experiencing failures, nor afraid of talking about them.

—I am afraid I can only partially agree with Haut. People's real experience of failure comes from the experience of taking risks. That's true. Taking risk, by definition, means doing something that could result in harm or loss. If the result turns out to be negative, the risk-taking will end in failure. Since risk-taking doesn't always produce positive results, people who have taken enough risks undoubtedly will have some real failures. However, I don't understand why he requires his candidates to talk about failures with ease and comfort. Sometimes, people just don't want to mention those unhappy experiences to strangers.

Step Two ►

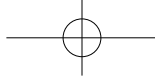
1.

—If I were a recruiter, I would hire key players. "Key players" are well trained, much experienced, and adaptive to the new environment in a short time. Besides, most of them are cooperative, risk-tolerant and good at interpersonal relationships. They can be counted on to take up certain responsibilities. If I could find such people and talk them into working for my company, I would save both money and time which otherwise would be spent in the training of newbies. Furthermore, not every employee will grow into a key player, so I prefer "key players".

—I would make my choice among newbies. It may be costly to train them into skillful workers, but they have some advantages over the key players. Newbies are young, and they can endure hardship. It's easier to shape them into the sort of workers that the company wants. They often demand less. They are more obedient. And above all, newbies with good qualities are easier to find than key players.

2.

—I'd like to work in academia after graduation. I'm more interested in individual research than teamwork, not because I'm selfish or hate to contribute my wisdom or energy to the group, but I don't like to work with people who can't think quickly and comprehensively. Sometimes I just feel frustrated when some of the collaborators keep making mistakes. And it's a waste



of my time and energy to work with an inefficiency group. I think I'm more comfortable being a professor on campus rather than a scientist in industry.

—I'd rather go to work in industry, and it'll be better if there's opportunity to do business work instead of research. Working on campus as a professor is highly challenging and demanding. One must be extremely intelligent and creative, as well as being ambitious and painstaking. For me, it's painful to bury myself in the laboratory or library concentrating on my studies. I like making friends. To build up as many social relationships as possible is one of the things that excite me. But that seems to be of less value if I choose to work on campus.

Additional Questions:

1. Have you ever experienced success in life? Tell each other what is a successful career.
2. Tell the story of a person you know who has achieved a great success in his or her career. Discuss with the group members the factors that contribute to his or her career success.
3. What is the relationship between career and life?

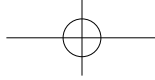
Vocabulary in Action

Task 1

1. A 2. C 3. B 4. C 5. D 6. D 7. D 8. C 9. A 10. D 11. A 12. B

Task 2

- | | | | |
|-------------------|---------------------|----------------------|----------------------|
| 1. public (c) | 2. discipline (b) | 3. strength (a) | 4. reference (a) |
| 5. strength (d) | 6. public (a) | 7. demonstrated (b) | 8. discipline (c) |
| 9. references (c) | 10. personality (a) | 11. disciplining (d) | 12. demonstrates (a) |
| 13. public (d) | 14. reference (b) | 15. personality (c) | |



Unit 1

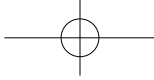
Task 3

- | | | | | |
|---------------|---------|----------------|-------------|----------------|
| 1) employment | 2) paid | 3) adjust | 4) setting | 5) discouraged |
| 6) credit | 7) cite | 8) demonstrate | 9) teamwork | 10) rules |

READING MORE

Notes

1. This passage is contributed to law.com, a website for legal professionals. Its author, Gregory S. Gallopoulos, is the managing partner of Jenner & Block (a US law firm with offices in Chicago, New York, and Washington, DC) and is a member of the litigation department. He is co-chair of the tax controversy practice and a member of the government contracts and tax practices. Being a magazine commentary in style, the passage features the substantial points and insightful analysis through the well-knit organization and in-depth logical reasoning. The frequent use of imperative mood and synonymous words such as “acknowledge, celebrate, mark”, “recognition, acknowledgement”, “achievement, accomplishment”, and “superlative, superb, excellent” not only adds to the language variety, but also contributes to the forcefulness and authoritativeness of the passage.
2. **Samuel Johnson** (1709—1784) was an English author, often referred to as Dr. Johnson. He made lasting contributions to English literature as a poet, essayist, moralist, novelist, literary critic, biographer, editor and lexicographer. His early works included the biography *The Life of Richard Savage*, the poems *London* and *The Vanity of Human Wishes*, and the play *Irene*. Johnson’s *Dictionary of the English Language*, published in 1755, had a far-reaching impact on Modern English and has been described as “one of the greatest single achievements of scholarship”.
3. **Theodor Reik** (1888—1969) was a prominent psychoanalyst trained as one of Freud’s first students in Vienna, Austria. He received a PhD degree in psychology from the University of Vienna in 1912. Being Jewish, he emigrated from Austria to the United States in 1938 in flight from Nazism. In 1944, he became a naturalized citizen of the United States. He founded one of the first psychoanalytic training centers for psychologists, the National Psychological Association for Psychoanalysis, which remains one of the largest and best-known psychoanalytic training institutes in New York City. Reik’s most famous book, *Listening with the Third Ear* (1948), describes how psychoanalysts intuitively use their own



unconscious minds to detect and decipher the unconscious wishes and fantasies of their patients.

4. A **law firm** is a business entity formed by one or more lawyers to engage in the practice of law. The primary service provided by a law firm is to advise clients (individuals or corporations) about their legal rights and responsibilities, and to represent their clients in civil or criminal cases, business transactions and other matters in which legal assistance is sought.

参考译文



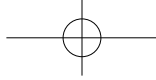
使人们愿意努力工作的唯一方法是让他们有动力。今天，人们必须明白他们为什么在努力工作，公司里的每个人都受着不同动机的驱使。

——瑞克·皮蒂诺

我们为什么工作？

格列高利·S. 加勒布罗

- 1 律师们从事的是一项要求很高又费神的职业。他们期待优厚的报酬。在思考这句话的含义时，考虑一下这个基本问题会对我们有所帮助：“我们为什么工作？”塞缪尔·约翰逊在他的著名论断“除了笨蛋没有人会写作，除非为了钱。”中显然给出了答案。但我写这篇文章时并没有人付我钱。而且我非但不会把自己当作傻瓜，还想引用一下著名的心理学家西奥多·赖克的深刻见解：“工作和爱——这是基本需求。没有这两样，人就会得神经官能症。”
- 2 我们为什么工作？为钱，也为有明智的头脑。我们期待并且需要以非货币的方式获得回报，非经济报酬对一流的律师们来说很重要——要不然，他们早就跑到投资银行去了。律师事务所如果要招募并挽留住最好的（也是最有头脑的）律师的话，就必须不仅仅以美元的方式，而且还要以精神满足的方式支付报酬。相应地，一流律师事务所的经理们需要认真地考虑，除了钱律师们还在寻找什么。以下是非经济报酬的一些关键因素。



3 职业认同感

许多律师从行业的特权和性质来诠释他们自己。当律师事务所认可了他们的职业特权时，便提供了一种重要的补偿方式。

4 例如，律师们以属于一个学识渊博的行业而引以为豪。通过提供进一步增长知识的机会，律师事务所能够在提供一种回报方式的同时加强行业的核心价值。做到这一点并不难，组织并主办由最好的学者主讲的研讨班，利用诸如研究援助等资源提供内部奖学金，并为律师们提供进行严肃讨论的场所。

5 另一个核心行业价值是自主性。当一个律师事务所理解并接受了在职业性判断这样的事情上律师们是自己的主人，它就是在支付精神报酬。从这个意义上说，律师事务所应该鼓励以多样化的方式让每位律师形成自己的行事风格。以此种方式授权律师既强调了一种高度的个人责任感，又反过来加强了个人追求卓越的驱动力。

6 与职业自主性同样重要的是，律师事务所需要注意不要干涉律师运用他们经过深思熟虑的职业判断，即便那意味着拒绝客户。律师不是客户的仆从，在适当的条件下，对客户说“不”是一种体现最高职业素养的行为。在这种情况下，当一名律师深信律师事务所会在背后支持他，他便获得了丰厚的报酬。

7 最后，职业地位包含对职业标准的遵守。很多律师通过在行业内外把自己塑造成一个具有良好职业道德的典范来找到自我价值。对那些在所有职业行为中都表现出极度正直和谦逊有礼的律师们来说，当管理阶层对他们理应受到的特别尊重表示肯定时，便又获得了另一种形式的精神报酬。

8 个人自豪感

很少有人会这样：在经历严格的法律教育之后，没有体验到纯粹的、深深融合进自己性格的追求卓越的精神。工作出色的律师们用强有力的自我肯定来犒赏自己。

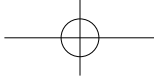
9 从报酬和声望的角度来说，一家顶级律师事务所承担不起阻挠追求卓越的动力所带来的后果，即使从短期来看这并不合算。这意味着，举个例子来说，律师事务所管理层应该称赞按照最高标准一再重写诉讼要点这样的行为，即使有处世悲观的人认为花额外的力气并不会带来实际的效益。

10 要始终祝贺出色的工作成果，即便这些成果对事情的结局似乎不大可能产生影响。不要对客户们低价位高质量的工作要求百依百顺，要奉献优质的工作并期待相应的回报。

11 理想主义

回想一下在法学院的情景吧。谁记得就如何使每位参股合伙人获得最高利润的话题谈论至深夜？

12 更值得回忆的讨论包括诸如公民权的提高，为穷人提供法律服务，创造一种更公平的税收制度，保证基本人格尊严的国际法规的颁布等话题。律师们渴望正义，满足这种



渴望是一种重要的补偿元素。一家顶级的律师事务所支持公益服务几乎是理所当然的，它由此完成既回报专业人士又履行作为公共机构对于社会的责任这两个密不可分的目标。

13 表彰

精神报酬包括表彰，正式和非正式的。给予这样的报酬要依靠管理层多做点努力来认可员工的业绩。庆祝重要的成就和标识重要的具有里程碑意义的事件。偶尔需要举办一些精致的晚宴或晚会，但是一些休闲的活动往往就能达到目的。设立正式的奖励方案。筹办一些公开的表彰仪式。决不要忽视以祝贺性的邮件或电话的方式祝贺即便是相对渺小的成绩。

14 团体自豪感

最后，律师事务所可以给予律师们身为其中一员而自豪的理由，藉此方式给律师报酬。律师事务所，作为公共机构，会比任何个人生存得长久，表现得出色，贡献得更多。我们加入律师事务所是为了超越个体的自我，成为团体的一部分。当事务所管理层致力于把事务所打造成一个有着强烈的团体价值观的完善机构的时候，当事务所作为一个机构蓬勃发展的时候，归属于这个事务所便成为了对自身的回报。

15 当然，这要求管理层培养一种包含个人自我的企业身份——集体的大利益必须高于一切。作为机构的律师事务所必须在每个领域符合最高的标准：一流的企业形象，优质的客户服务，无私的公共服务，突出的声望。

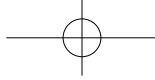
16 总之，律师们——或者，至少，最优秀的律师们——不是只为面包工作。律师事务所——或者，至少，最精英的律师事务所——如果不能提供富有吸引力的精神回报，不可能指望有效地招募到或挽留住顶级的法律人才，这意味着律师事物所经理们必须两者兼顾。

Key to Exercises

Text Exploration

Task 1

- | | | | | |
|---------------------|----------------|------------|----------------|---------------|
| 1) nonmonetary | 2) recognizing | 3) due | 4) adhere | 5) considered |
| 6) self-affirmation | 7) impede | 8) thirst | 9) discharging | 10) rendering |
| 11) serve | 12) ceremonies | 13) a part | 14) commit | 15) attend |



Critical Thinking



1. —In my opinion, Theodor Reik tells the truth of human nature. Work and love are what human beings need if they want to live a normal life. Work is our life itself. As Voltaire said: “Work banishes those three great evils: boredom, vice and poverty.” A person without doing work would not only be threatened with economic crisis, but also overwhelmed by negative emotions such as boredom, anxiety and helplessness, etc., which could reduce one to a nervous wreck.

As for love, there are plenty of quotations on the topic to prove its significance to us. “If you have love in your life, it can make up for a great many things you lack. If you don’t have it, no matter what else there is, it’s not enough.” (Ann Landers). “There is only one happiness in life, to love and be loved.” (George Sand). “Where there is love, there is life.” (Mohandas K. Gandhi). Human beings can’t survive without human affection.

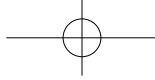
—I can partially agree with Reik. I know some people who are unemployed. They have barely enough money to keep them alive. And they live alone, never having anybody to love or to be loved by. But they live a happy life. So my opinion is for most people, work and love are basic needs. But there may be exceptions.

2. As far as I’m concerned, autonomy is most important. I don’t know how to go on with my work if there’s somebody interfering with my way of practice.

But I don’t care whether the firm shows special respect to me. Lawyers have the duty to be an ethical actor in dealing with people. Whatever response the management may give, I will still adhere to my own principles.

3. Both are the key elements of psychic compensation. The relationship between them is just like the framework of a house and the furniture within the house.

Institutional pride is the prerequisite of personal pride. A firm unable to provide institutional pride is unlikely to secure personal pride of lawyers. Only when the firm thrives as an integrated institution with strong institutional values, can it provide lawyers with pride of belonging to a group worthy of their devotion. Any efforts from the management meant to take care of lawyers’ personal pride mean nothing and thus serve little purpose if the management does a poor job in fostering a corporate identity and building of a thriving firm.



Personal pride is the extension of institutional pride, when lawyers feel satisfied with the desire of institutional pride, the management should do some extra efforts to recognize their excellent performance. Otherwise, lawyers would feel lack of drive in their hard work.

When the two elements conflict, institutional pride takes precedence over personal pride. Lawyers' personal pride can be protected only when their behaviors contribute to the well-being of the firm.

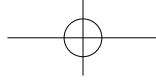
Additional Questions:

1. Why can't so many college graduates find a job in recent years?
2. How does the high rate of unemployment influence your life?
3. What would you do to make a living if you were unemployed one day?

Vocabulary in Action

Task 1

1. A. observed (v. to see and notice something)
B. observed (v. to say or write what you have noticed about a situation)
C. observing (v. to do what you are supposed to do according to a law or agreement)
2. A. Labels (n. a piece of paper or other material that is attached to something and gives information about it)
B. labeled (v. to attach a label onto something or write information on something)
C. labeled (v. to use a word or phrase to describe someone or something, but often unfairly or incorrectly)
3. A. engage (v. to be doing or to become involved in an activity)
B. was engaged (v. to employ someone to do a particular job)
C. engaged (v. having agreed to marry)
D. engaging (adj. pleasant and attractive)
4. A. attributed (v. to believe or say that a situation or event is caused by something)
B. attributes (n. a quality or feature, especially one that is considered to be good or useful)
C. attributed (v. to believe or say that someone was responsible for saying or writing something, i.e. painting a famous picture, etc.)

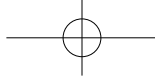


Unit 1

5. A. Driving (*v.* to make a car, truck, bus, etc. move along in a desired path)
B. drive (*n.* an effort to achieve something, especially an effort by an organization for a particular purpose)
C. drive (*n.* determination and energy to succeed)
6. A. exercise (*n.* physical activities that you do in order to stay healthy and become stronger)
B. exercises (*n.* a set of questions in a book that test a student's knowledge or skill)
C. exercise (*v.* to use a power, right, or quality that you have)
7. A. term (*n.* a fixed period of time during which someone does something or something happens)
B. term (*n.* one of the periods of time that the school or university year is divided into)
C. termed (*v.* to give a name to or describe something with a particular expression)
8. A. discharged (*v.* to officially allow someone to leave somewhere, especially the hospital or the army, navy, etc., or to tell them that they must leave)
B. discharge (*v.* to do or pay what you have a duty to do or pay)
C. discharges (*n.* something coming from with another type of substance)
9. A. minor (*adj.* small and not very important or serious, especially compared with other things)
B. minored/minors (*v.* to study a second main subject as part of university degree)
C. minors (*n.* someone who is below the age at which they become legally responsible for their actions)
10. A. stage (*n.* a particular time or state that something reaches as it grows or develops)
B. stage (*n.* the raised area in a theatre which actors or singers stand on when they perform)
C. stage (*v.* to organize a public event)
11. A. fostering (*v.* to take someone else's child into your family for a period of time but without becoming their legal parent)
B. fosters (*v.* to help a skill, feeling, idea, etc. develop over a period of time)
C. foster (*adj.* related by or concerned with fostering)
12. A. firm (*n.* a business or company, especially a small one)
B. firm (*adj.* strongly fixed in position, and not likely to move)
C. firm (*adj.* behaving in a way showing that they are not going to to change their mind, or that they are the person taking control)

Task 2

1. due to you as a bonus
2. in recognition of his contributions to psychology
3. serves a purpose



4. attended to in due course
5. takes precedence over all the others
6. calls for a celebration
7. thirsted for a few new books
8. with reference to the job opening in your department
9. Mary has a great diversity of interests
10. committed themselves to boosting profits

PRACTICAL TRANSLATION

Paragraph One

“一年 365 天，一周 7 天，一天 24 小时，生意始终在进行，那意味着一年 365 天，一周 7 天，一天 24 小时，竞争也同样在进行，”豪特说，“公司取胜的方法之一就是要更快地到达‘目的地’！这就是说，你不仅要把所有能支持公司快速运转的功能都调动起来，而且还得知道如何决定‘目的地’在哪里。这样，不仅对那些行动快速的人们，也对那些思维敏捷，并有勇气按自己的想法行事的人们都提出了要求。这需要全公司各部门的运作，而不仅仅是管理部门的工作。”

Paragraph Two

最后，职业地位包含对职业标准的遵守。很多律师通过在行业内外把自己塑造成一个具有良好职业道德的典范来找到自我价值。对那些在所有职业行为中都表现出极度正直和谦逊有礼的律师们来说，当管理阶层对他们理应受到的特别尊重表示肯定时，便又获得了另一种形式的精神报酬。

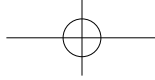
FINAL PROJECT

Step One

Father-in-law: So, how's your firm, Marvin?

Marvin: Not so good. The profit is less than that of last year. And two lawyers have hopped to bigger firms. I just don't know why...

Father-in-law: Staff turnover is quite normal. Don't make a fuss.



Unit 1

Marvin: But the rest of the lawyers seem to be not in the right mood for working. The efficiency is very low.

Father-in-law: OK, then tell me what seems to be the trouble?

Marvin: Well, as a matter of fact, I can't think of any problem. The firm pays them salaries higher than most other firms in the town do. There are also some other welfare such as paid holidays, housing allowances, and educational allowances for kids...

Father-in-law: But have you ever thought of what they need most besides the material well-being? When I was working as a lawyer in Ben & Johnson, there were often opportunities of academic exchanges with professionals from the most prestigious firms. Some famous lawyers also came to give us lectures. Every year, some of us would work as assistants for them. And once we were engaged in a case, our supervisor seldom interfered with our own judgment. We had our own say in the ways to cope with clients.

Marvin: But what's the effect of such operation?

Father-in-law: Our firm was prosperous. Just within five years, it grew into one of the top three in the town. We were proud of being a member of it.

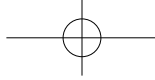
Marvin: Really? Thank you, Dad. I think I've got your points.

Step Two

M: Ladies and gentlemen, I am calling this meeting to have you discuss some key issues. As you might know, business in recent months is slack. But the number of client complaints is increasing. Worse still, some lawyers show a lack of confidence in the management. We can not afford to go on like this. I think it is high time that we did something to reverse the situation. We may start from having our lawyers providing free consultation to the public every month. Secondly, we should attach importance to the intellectual growth of lawyers. We can support young lawyers to have internships in those prestigious law firms, organize seminars and invite famous lawyers to give lectures to us. Then we should encourage our lawyers to have full autonomy in the exercise of their judgment.

Board member A: What's the point of working free on a regular basis to serve the public? As far as I know, no small firm like us has ever done such service yet.

M: This is a good opportunity for advertising our firm. Few people know us, so we just expect people to accept us and remember us through providing them with satisfying services.



Board member B: But who pays the lawyers for extra work? Do you expect them to work free?

M: Lawyers mostly have a strong sense of justice, if they know what they do contributes to the building of the firm's reputation, they are paid in a special way.

Board member C: The organization of those seminars and lectures mean the addition of financial cost, how can we balance the cost? Whatever measures we take, it is money that counts.

M: Seen from the experience of the large firms, these activities will be a great incentive to the working efficiency of lawyers and they will earn the money back.

Board member D: You mentioned incentive, but why not establish a sound award program to recognize the remarkable achievements, just as the large firms do?

Board member B: That sounds good.

M: Well, we have reached agreement on the reformation of the management style. Thank you for your contribution to this productive meeting.