技术交流：合作写作 翻译报告

【原文对照报告-大学生版】

检测范围：

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检测结论：

全文总相似比		复写率		他引率		自引率		专业术语
22.84%	=	22.84%	+	0.0%	+	0.0%	+	0.0%

其他指标：

自写率： 77.16%

专业术语： 0.0%

高频词：

典型相似性： 无

指标说明：

复写率： 相似或疑似重复内容占全文的比重

他引率： 引用他人的部分占全文的比重，请正确标注引用

自引率： 引用自己已发表部分占全文的比重，请正确标注引用

自写率： 原创内容占全文的比重

专业术语： 公式定理、法律条文、行业用语等占全文的比重

典型相似性： 相似或疑似重复内容占互联网资源库的比重，超过30%可以访问

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Technical Communication: Writing collaboratively

A Translation Report

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Abstract: The paper is a translation report on Chapter four from Technical Communication, which is an introduction textbook of Technology Communication published by Xiaoxiao Publishing House. It mainly describes technical communication in the context of today's highly collaborative, rapidly evolving digital practices. Social-media

drive sample documents and coverage of the latest tools.

This report is divided into four parts. The report includes the analysis of the original text, the elaboration of the difficulties in doing the translation and the employed translation theories and methods. This report is guided by Skopos theory, it elaborates on the translation process. The process of encountering problems and working out proper solutions by turning to translation theories leads us to see more closely how translation theories enable the translator to achieve more natural and effective translation. In the process of translation, the following problems are encountered: the use of translation tools and software is not proficient enough. The author lacks of the relevant professional knowledge backgrounds and professional terminology translation skills. Some long and difficult sentences are difficult to master. In terms of translation methods, the author keeps accumulating background knowledge and terminology in the field of information technology, further expanding terminology and improving translation ability. With the help of online dictionaries, websites and terms, the author can improve the efficiency and quality of translation by being familiar with translation tools and software

The author has an opportunity to understand the knowledge of Technical Communication tools and strategies. This translation project improves the author's translation ability to apply translation theory for translation practice. Furthermore, the report is expected to have significance to the same type of translation work.

Key words: Skopos theory; Domestication; Technical communication

摘要：本文是萧萧出版社出版的《技术传播概论》第四章的翻译报告。它主要描述了在当今高度合作、快速发展的数字实践背景下的技术交流合作。社交媒体驱动示例文档和最新工具的使用。

本报告分为四个部分。报告包括对原文的分析，对翻译难点的阐述以及所采用的翻译理论和方法。本文以目的论为指导，阐述了翻译过程。通过对翻译理论的研究，我们可以更深入地了解翻译理论是如何使译者获得更自然、更有效的翻译的。在翻译过程中，作者遇到了以下问题：翻译工具和软件的使用不够熟练。缺乏相关专业知识背景和专业术语翻译技能，有些长而难的句子很难掌握。在翻译方法上，作者不断积累信息技术领域的背景知识和术语，进一步拓展术语，提高翻译能力。借助于在线词典、网站和术语，作者可以通过熟悉翻译工具和软件来提高翻译的效率和质量

作者有机会了解技术交流工具和策略的知识。这个翻译项目提高了作者将翻译理论应用于翻译实践的能力。此外，为此类文本的翻译提供借鉴。

关键词：目的论；归化；技术交流

Content

Introduction1

A Report on the Translation of Technical Communication

Introduction

With the introduction of foreign professional knowledge into China, the field of technical communication comes quietly, which is a way of information transmission in the process of science and technology development. Technical Communication is regarded as an excellent textbook for technical communication major in American universities. Therefore, this book provides a great reference for many students, teachers and other people. From the point of view of the content, the book belongs to the technical text and informative text, with rigorous words and objective terms. Science and technology texts mainly transmit information and attach importance to readers' mastery of information. Skopos theory and domestication translation strategy have been used in translation for many times to improve the authenticity and enforceability of the original text. At the lexical level, there are many proper terms, such as Internet technology, software and people's names, as well as some software operation terms. At the sentence level, the author uses many imperative sentences to give readers more indicative language. On the whole, combined with the characteristics of the above-mentioned scientific and technological articles, the author uses the Skopos theory to translate the selected chapter. Combine the Chinese version of this book makes a detailed analysis of the translation strategies and methods of technical texts.

Based on practice, the translator has written a translation report, which consists of five parts. The first part is the introduction of translation projects; the second part is a general overview of translation theory; the third part analyzes the characteristics and difficulties of the text as well as the introduction of translation process, including the use of translation resources in each stage; the fourth part is the main part of the report. The fifth part is the conclusion, which summarizes the experience, enlightenment, gains and shortcomings in the process of

translation.

1. Project background

Technical Communication is an introductory textbook of Technology Communication published by Xiaoxiao Publishing House. The original text is plain and straightforward. Besides, layout design is one of the most important parts of the book. Readers can learn a lot of project management experience about document design and production. For eleven editions, it has been known for its thorough coverage, student-friendly tone, model interior design, and abundant samples of the techniques and guidelines discussed throughout the book. The Technical Communication offers comprehensive and accessible advice on planning, designing, and drafting documents for a broad range of situations and applications.

The author, Mike Markel is director of technical communication at Boise State University, where he teaches both undergraduate and graduate courses. He has revised this new edition of Technical Communication. The eleventh edition has been thoroughly revised to reframe the work of technical communicators in the context of today's highly collaborative, rapidly evolving digital practices. Fresh, social-media driven sample documents and coverage of the latest tools and technologies ensure that students work with the kinds of processes and products they'll encounter on the job. As always, Mike Markel keeps pace with current technologies and the realities of technical communication today.

The project required that the original text was translated into Chinese from September 9 to October 21, to complete the task of reviewing and typesetting. The target readers of the translation are Chinese readers who are interested in technical writing, especially for students. The chapter 4 belongs to the first part, Understanding the Technical Communication Environment. It has about 7900 words. The translator needed to spend 43 days on completing the translation project, from September 9 to October 21, 2 days for task allocation and term extraction, 2 days for vocabulary production, 20 days for the first draft, and 5 days for the first draft review, 8 days for the final draft and 6 days for typesetting and proofreading.

The chapter four is divided into six parts, firstly, talked about Advantages and Disadvantages of Collaboration. Secondly, people how to manage projects .Thirdly, people how to conduct meetings. In the collaboration, giving readers some experience, and there are many forms for readers to download and use, so as to facilitate your daily cooperation. Fourthly, people use social media and other electronic tools in collaboration. And tutorials on scheduling and conducting meetings online, reviewing collaborative documents, incorporating tracked changes, using wikis for collaborative work, and using collaborative software. Micro blog posts, contributions to discussion boards, wikis, and status updates to one's LinkedIn profile-once the raw materials of longer and more formal documents are now routinely used to communicate with important messages mainly refer to how to use social media and other electronic tools in collaboration. Finally, the relationship between gender, culture and collaboration are mentioned.

2. Theoretical Framework

Scientific English translation under the guidance of functional translation theory not only make the translation of scientific and technological English documents more accurate, but also make the text language more concise, more clear structure, more logical overall structure. (Jin, 2014:164)There are great differences between English and Chinese in terms of vocabulary, grammatical structure and word order. Therefore, to do a good job in the translation of English for science and technology, translators should not only have solid professional knowledge,

but also master various translation skills. The commonly used translation techniques are: adding / subtracting translation, translating, dividing translation, forward translation, reverse translation, etc. In order to achieve a better translation effect of English for science and technology, translators should use translation skills comprehensively under the guidance of functional skopos theory, so as to achieve the fluency and accessibility of English for science and technology translation. (Yu，2016：38) In the process of translation, the author uses many methods and techniques, such as domestication, free translation, addition translation and division translation. The application of translation methods and techniques is the main translation at the syntactic and lexical levels. Functional skopos theory, which breaks away from the shackles of the concept of "equivalence" centered on the original language, shifts the focus of translation from the reproduction of the source text to the creation of the target language text, and provides a strong theoretical support for the research of scientific and technological text translation. Science and technology text belongs to information text; its main purpose is to inform readers of the real world objective things and phenomena. Under the guidance of Skopos theory, translators can achieve successful scientific and technological translation by choosing appropriate translation strategies according to the expected purpose and function of the translation. (Yu，2016：39) In the process of translation, there is also a crucial factor, that is, cultural factor. Because different readers' growth environment, cultural background and other factors are different, the process of translation is also very complex. We should not only consider the cultural background of the two languages to be translated, but also consider the different requirements and acceptance range of the audience, and how to make The audience is more satisfied with the result of translation. Therefore, we should start from the purpose of translation to do a good job in the translation of English for science and technology. (Jin,2014:164) Therefore, Skopos Theory and domestication strategy play an important role in the translation of scientific English.

3. Translation procedure

3.1 Pre-translation

The preparation before translation is as follows:

1、 Read through the translated text to understand the general text structure and style.

2、 Found the related parallel text. Although failed to find it, but referred to some related materials or papers, including Functional Skopos， Inheritance and Transcendence: Skopos study of functionalism translation， contemporary western translation studies, multidimensional analysis of English translation theory, advanced English Chinese translation theory and practice, functional translation theory and its application, etc. And found out the methods worth learning from.

3、The author used some translation software and dictionaries, such as CNKI translation assistant, Youdao home page, Google translation, Wikipedia, Bing dictionary, digital English Chinese English Dictionary and English Chinese information security technology dictionary. In view of the relatively new content of the translated text, many dictionaries or translation software didn't involve its meaning, so the author also inquired the websites of major foreign suppliers in the field of information security.

The translator consulted the relevant technical software. Such as "Skype"， "LinkedIn". Translator read the related materials named Technical communication information. Mentioned in the article, the style for good technical communication is literate rather than literary. Concise Course on Translation Theory and Practice serve as the main basis of translation theory and this translation is also based on Skopos theory.

Under the guidance of Skopos theory, the translator chose the appropriate translation theory, Skopos follows the principle, Skopos theory holds that translation is a kind of human behavior, and any translation is purposeful, so translation is an objective behavior. (Gong, 2016)Translation is a text produced for a certain purpose and target reader in the context of the target language. In Skopos theory, all translation should follow the principles of Skopos, coherence and faithfulness. It is important that the readers understand and appreciate degree of translation text. The target readers of this translation are Chinese readers, especially students, so it is necessary to give priority to them so that they can understand the contents and methods indicated in the original book better. Therefore, under the guidance of this theory, the translator can flexibly deal with the choice of translation strategies. Put the translation emphasis on the target readers.

The terminology extracts the frequency of proper nouns in the source text through Tmxmall, and manually extracts the company name, person names and others. Translation tools: Google Translation, Baidu Translation, Bing, CNKI, Microsoft office, Photoshop, Adobe Acrobat, Tmxmall, The Chinese-English Dictionary of Science and technology

3.2 Translating

This project was launched on September 9, 2019 and completed over a month, which includes the production of project plans, style guides, translation division of labor, extraction and translation of glossary, medium-term work being translation and cross-vetting. Later work included typesetting and proofreading, submission of translations in Word and PDF formats to publishers, collation of bilingual corpus, glossary and translation project reports. The translator is mainly responsible for translating the chapter four of the book.

The author used some translation software and dictionaries, such as CNKI translation assistant, Youdao home page, Google translation, Wikipedia, Bing dictionary, computer English Chinese English Dictionary and English Chinese information security technology dictionary. In view of the relatively new content of the translated text, many dictionaries or translation software do not include its translation, so the author also inquired the websites of major foreign suppliers in the field of technical information.

3.3 Post-Translating

Post translation review was a crucial step in the process of writing a thesis, including self-review and tutor review. In the process of proofreading, the translator should check and scrutinize the translation in a responsible manner. First of all, the original text was compared with the translation, focusing on the translation of words and sentences to see whether the translation is accurate.

Expressing the objective facts of the original text without any mistake, and checks whether there was any omission, unnecessary addition, subtraction, etc. Secondly, read the full text of the translation and check whether it is consistent with the target language readers' expression habits. For the difficult and awkward words in translation, marks were made in time, and then compared with the original text to make adjustments in time. Thirdly, the author checked whether the cohesion between the paragraphs is appropriate, the purpose was clear, whether it is faithful to the original. Fourthly, in the case of correct information expression, the author checked the language expression to ensure that it was in line with the concise and clear strategy of scientific and technological texts. Finally, most of the formats of the original text were converted by the translation software used in the translation process, so the translator was required to adjust the unmodified formats after the translation.

4. Translation Preparation

4.1 Analysis of the Source Text

The chapter four was divided into six parts, firstly, The Advantages and Disadvantages of Collaboration. Secondly, manage projects. Thirdly, conduct meetings. In the collaboration, giving readers some experience, and there were many forms for readers to download and use, so as to facilitate your daily cooperation. Fourthly, use social media and other electronic tools in collaboration. And tutorials on scheduling and conducting meetings online, reviewing collaborative documents, incorporating tracked changes, using wikis for collaborative work, and using collaborative software. Micro blog posts, contributions to discussion boards, and wikis, and status updates to one's LinkedIn profile-once. The raw materials of longer and more formal documents are now routinely used to communicate important messages. Mainly refer to how to use social media and other electronic tools in collaboration. Finally, the relationship between gender, culture and collaboration is mentioned.

4.2 Stylistic Features of the Source Text

The so-called English for science and technology refers to the English used in science and technology. It is widely used, for example, in textbooks, papers, academic speeches, academic reports and some scientific works. The purpose of applying EST is to make the audience understand the article more clearly. Therefore, the application of EST can make the audience not have too much imagination and understand the content of the article clearly and objectively. In scientific English, there is no beautiful sentence pattern that ordinary articles have. His sentence pattern is relatively simple, but the logical relationship is very prominent, and the expression ideas are very clear, so he can express and analyze the article clearly and objectively. (Jin,2014:165)

The language feature of this chapter is formal and standard in style, easy to understand in content, concise and clear in expression, and has similar characteristics with English articles of general science and technology. This paper is a typical information text. First of all, in terms of vocabulary, it can be divided into common words, more professional words and professional words. The common words have a single meaning, clear meaning and high frequency of use. Fewer words with rich and strange meaning are used. Most of the professional words are names of people or institutions.

5. Analysis of the Translation

5.1 Translation Strategies

5.1.1 Domestication

The translation strategies, domestication and foreignization, are put forward by Lawrence Venuti. In 1995, he put up with the two strategies in The Translator's Invisibility. Domestication is target-language-culture oriented translation in which expression acceptable in target texts intelligible and suitable for the target text reader (Yang, 2017:228). In this translation, the recipient of the translation is in priority, so the translator adopts the strategy of domestication: The essential attribute of "domestication" is the "target recipient orientation", that is, the translator does his best in translation to measure up to the recipient of the translation, in Schleiermacher's words, is that the translator "try not to disturb the reader, but to put the original author brought it to the reader." (2006:229). The advantages of domestication strategy lie in the fluency, comprehensiveness and acceptability of the target text, or the adaptation to the specific needs of the target readers. In translation, the translator mainly uses domestication. According to the classification of texts, technical communication is a part of scientific texts. "Most of the scientific literature should be naturalized. If necessary, sentence structure and even some content can be ignored in the translation process"(2011:134-139). On the other hand, functional teleology focuses on target readers. Due to the differences between the two countries,

it is difficult for the target readers to fully understand the information. "Domestication" requires the translator to chat with the reader and convey the content of the original text by the expression habits of the target readers, that is, "close to the reader" (Hou et al., 2013:75). Domestication can narrow the gap between target readers and authors. However, it does not exist to use only domestication or Foreignization in translation projects. In fact, any translation practice is a combination of domestication and foreignization (Jia, 2004:57). Therefore, this translation is mainly based on domestication and little foreignization.

5.2 Translation Methods

5.2.1 Free translation

Free translation also called liberal translation, stresses on the meaning of the original text, while not closely follow the form, structure or rhetoric of the original text. But free translation cannot delete or add the content of the original text casually. Idiom translation belongs to free translation.

e.g.1

ST: Pulling Your Weight on Collaborative Projects.

TT:在合作项目中发挥作用。

"Pulling Your Weight on Collaborative Projects" translated as "在合作项目上发挥作用。" It is not translated according to the literal meaning of the original sentence "拉你的体重在合作项目中", but through the idiom of local people "发挥作用"。 The translation of this sentence conforms to the domestication of translation strategies, making it easier for the target language readers to understand.

e.g.2

ST: Because each collaborator acts as an audience, working with collaborators produces more questions and suggestions than one person could while writing alone.

TT:因为每个参与者都扮演一位观众，参与者越多，提出的问题和建议就越多。

The translation saves a lot of unnecessary repetition and sums up the result of this matter directly. Such translation gives the reader a direct feeling and does not need to think about this suggestion again. It is to emphasize that collaboration is more effective than individuals, so when cooperation is highlighted, there is no need to talk about individuals

e.g.3

ST: For this reason, collaborators need to spend time managing the project to ensure that it not only meets the needs of the audience but also is completed on time and, if relevant, within budget.

TT: 因此，合作者需要花时间管理项目，确保项目高效高质的完成并且满足客户的需求。

Don't mind the form of the original text, just convey the intended meaning of the sentence to the target readers. Make sure the sentences are clear and fluent in the target language.

5.2.2. Transliteration

Transliteration refers to the translation of loanwords into Chinese characters with similar pronunciation. This kind of Chinese character for transliteration no longer has its original meaning, but only retains its pronunciation and writing form.

e.g.4

ST: "Your project team: Sid, Larry, Paula, Randy, Ahmed"

TT: "你的项目组成员：希德，拉里，保拉，兰迪，艾哈迈德".

The translation of these names doesn't make any sense. It's just the person who represents the name.

5.2.3. Zero translation

No Translation means directly uses certain components of the source language into the target language without any translation operation.

e.g.5

ST: software companies are bundling programs in commercial products such as IBM Sametime, Adobe Creative Cloud, and Microsoft Lync, which are suites of voice, data, and video services.

TT: 软件公司也在商业产品中捆绑程序（如IBM Sametime、Adobe Creative Cloud和Microsoft Lync），这些产品是语音、数据和视频服务的配套程序。

At the Lexical level, in order to make sure that the original meaning can be accurately expressed, and at the same time, there is no need to change the original use name of the software. The translation can be smooth and easy to understand. These enterprise names, which are widely spread in the field of science and technology and daily life, have been accepted by most people in China. The author does not need to spend too much ink to describe the specific meaning of these words, so the author can directly transfer them into the translation according to the original format, which is concise and easy to understand.

The original text involves many foreign company names and software products under their company names, but there is no corresponding in China translation. The author has consulted professional and technical personnel, and can translate the names and products of these companies zero, because the English names of these companies are also kept in major websites and reports.

5.3 Translation Techniques

5.3.1. Amplification

Sometimes, according to the needs of grammatical structure and rhetoric, additional translation is needed without affecting the content of the original text technique. It can make the translation more coherent, more complete and easier for the target readers to understand the original content.

e.g6:

ST: Update your schedule when changes are made, and either place the up-to-date schedule in an easily accessible location (for example, on a project website) or send the schedule to each team member.

TT:更新计划后及时更新安排表，并将最新计划放在显而易见的位置（例如，放在项目网站）或将计划发送给每个团队成员。

e.g.7:

ST: By regularly tracking the progress of the project, the team can learn what it has accomplished, whether the project is on schedule, and if any unexpected challenges exist.

TT: 通过定期跟进项目进程，团队可以了解到已完成项目，项目是否如期进行，是否存在任何意想不到的挑战

e.g.8:

ST: Acting fast to get collaborators the information they need helps ensure that the team makes effective decisions and steady progress toward completing the project.

TT：快速获取团队成员所需信息，有助于确保团队做出有效决策并朝着项目完成的方向稳步前进。

In example 7, according to the urgency of the matter, the word "及时" is added to highlight the importance of the matter and make the reader more impressed by the situation. In Example 8, added "项目", According to grammar habits, adding a noun after "完成" is the speaking habits. In Example 9, added the"方向稳步前进" to make the

sentence more complete, more hopeful and more dynamic.

5.3.2. Conversion

English tends to use more nouns in a static state, while Chinese tends to use verbs in a dynamic state. The process of translating English into Chinese is the process of strengthening the dynamic color of the original text. It is often necessary to translate nouns into verbs.

e.g.9

ST: If you listen carefully to other people, you will understand what they are thinking and you will be able to speak knowledgeably and constructively.

TT:如果你仔细听别人说，就能明白他们的想法，并且说出有道理、有建设意义的话。

In this sentence, adverbs are translated into adjectives, which is convenient for the target readers to understand and simplify the language without losing its objectivity.

e.g.10

ST: Put your decisions in writing.

TT:写下你的决定。

If you translate "将你的决定放进写作中" it doesn't conform to the habit of Chinese, so in order to target readers to understand it, translating it as "写下你的决定"。

5.3.3 Omission

e.g.11

ST: Being aware of the strengths and limitations of collaborative tools can prompt you to find people in your building and around the world who can help you think about your subject and write about it compellingly and persuasively.

TT:了解合作工具的优劣点，会帮你找到考量主题的人，并且写出它具有的说服力和竞争力。

e.g.12

ST: Even if you disagree, continue to listen. Keep an open mind. Don't stop listening in order to plan what you are going to say next.

TT: 即使你不赞同，也要继续听，保持一颗包容心,为了组织你接下来要说的话。

According to the principle of Skopos theory, you can directly delete the first example into "prompt you to find people in your building and around the world", don't use literal translation. Delete unnecessary redundant elements in sentences. Make sentences easy to understand.

6. Reflection on common mistakes

When translating the "Technical Communication" document, the author makes an analysis of the problems encountered . It mainly focuses on the improper use of vocabulary, the over colloquialism of sentence translation and the improper cohesion of paragraphs.

6.1 Improper use of word meaning

Many abbreviations and terms contain more than one meaning, which requires the author to analyze the context, so as to screen out the word meaning that conforms to the original content. Sometimes the improper choice of meaning will cause unnecessary loss. In the translation of the word "audience" in the chapter, the author has encountered some difficulties in whether to use the original meaning or the extended meaning, or to carry out free translation according to the actual situation. At first, it was translated as "观众", but after many times, the author

considered the need to unify the vocabulary. If this translation is put into other sentences, the sentences are strange, which is not conducive to the readers' understanding. Therefore, the author interprets it as "客户". In view of this problem, the author sums up two experiences: one is to choose the meaning of words in combination with the background and context of the original text; the other is to communicate with technical personnel in time in case of uncertain words, and never use the meaning arbitrarily.

6.2 Over colloquialism of sentence translation

Long sentences and passive sentences are used more frequently in information security technology texts, which require the author to do his best in translation simple and accurate. In "Dress as you would for a face-to-face meeting" the author originally translated it as "穿面试时的服装" However, in the later review, the author found that the translation was too colloquial and not concise and rigorous, so the author changed it into "着正装参会".。In science and technology articles, we should highlight the professionalism and preciseness of science and technology articles. Therefore, the author translates the word "Dress as" into "着", rather than using the more colloquial term "穿". The style of scientific and technological texts is concise and rigorous. When translating, we should consider the characteristics of professionalism and objectivity, and avoid using too colloquial sentences. Therefore, in the future translation of scientific and technological texts, it is necessary to pay attention to the wording, and consider the language habits of the target language readers in the case of accurate translation.

6.3 Improper cohesion of paragraphs.

When translating the phrase "more specifically" for the first time, the author made a provincial translation of it because of the key points

It emphasizes what Wiki pointed out later. However, in checking the coherence of the text, the author finds that the above sentence is a table. The table content is the definition of user and entity behavior analysis, which is just related to the content pointed out in the sentence. Therefore, the author has translated "more specifically" into "更具体来说", so that it can take on the role of context. Especially when we translate the adverbs at the beginning of a paragraph, we should be more careful to avoid the problem of improper cohesion.

Summary

According to the actual situation of translation and the problems in the process of writing the report, the author summarized some shortcomings. First of all, in the process of translation, problems were not classified in time, and a lot of time and energy were spent in the process of writing reports to classify these problems. Secondly, the usage of translation tools and software were not proficient enough, and the terms were summarized for a long time. Third, the author lacked of relevant professional knowledge background and unskilled terminology translation. Fourth, some long and difficult sentences were difficult to master. In a word, the author lacked their own translation skills and certain Chinese culture. In view of the shortcomings in the translation process, the author summarizes the following solutions:

First of all, by translating technical texts, the author hopes to constantly consult the relevant Parallel Texts. In terms of translation methods, people should accumulate background knowledge and terminology in the field of information technology, further expand terminology and improve translation ability.

Secondly, the author will be familiar with translation tools and software, with the help of online dictionaries, websites and terminology. In future translation practice, library and computer related software will be used to improve translation efficiency.

Thirdly, people should improve the ability of Chinese expression and strictly control the review process. It is necessary to review and check whether the vocabulary is wrong, whether the terms are unified, whether the sentence expression conforms to the habits of the target language readers, whether the text is coherent, and whether the translation expression is objective, so as to ensure the translation is concise and rigorous.

The process of translation and analysis is a process of constantly improving one's own level, not only being familiar with Skopos Theory and its related theoretical knowledge, but also added the knowledge of technical communication. In the future, the author intends to further publicize technical communication, which can provide more domestic people with the latest foreign technology information and direction.

Conclusion

This translation report was based on technical exchange. This report focused not only on how to further understand the purpose of translation through translation studies, but also on how to apply specific methods and techniques in translation practice. Computer aided translation is an important part of today's translation. MemoQ is a very useful translation application. It made the translation and structural adjustment of the article easier than before. Because the translator was not familiar with the style of science and technology, there were many difficulties in the process of translation. The translator has looked up many translation rules of other scientific and technological styles and relevant theoretical documents. This theory was supported by several papers, recommended by translation teachers. Other difficulties are mainly solved by consulting materials. The original text contains a lot of computer and network knowledge. Some professional knowledge is rarely involved in domestic courses. So the author can't get detailed professional knowledge. Therefore, in the process of translation, the translator does not involve this part of the content. This will be what the author needs to continue to learn.

Through this translation, the translator understands that technology is very important and closely related to everyone's life. As a Chinese, you must be proficient in Chinese. Translators should also be more familiar with relevant translation theories. Only by further mastering the commonly used translation methods and skills can we become excellent translators. In order to do a good job in scientific English translation, translators must have a solid English foundation, a high level of English reading, and good scientific knowledge.

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Appendix Source Text and Target Text

4.Writing Collaboratively	4.合作写作
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GUIDELINES:	指南：

THE EXPLOSIVE GROWTH of social media over the last decade has greatly expanded the scope of workplace collaboration, reducing former barriers of time and space.	在过去十年中，社交媒体的爆炸性增长极大地扩大了工作场所合作的范围，减少了以前的时间和空间障碍。
Today, people routinely collaborate not only with members of their project teams but also with others within and outside their organization, as shown in Figure 4.1.	如今，人们不仅和项目团队成员合作，还和组织外的其他人合作，如图4.1所示。
But how exactly does this sort of collaboration work? In every possible way. For example, you and other members of your project team might use social	但这种合作到底是如何进行呢？以各种可能的方式。例如，您和项目组的其他成员可能使用社交 。
You Your project team: Sid, Larry, Paula, Randy, Ahmed Others in your organization Others outside your organization	你 你的项目组 希德，拉里，保拉，兰迪，艾哈迈德，小组内的其他人和组外的其他人
FIGURE 4.1 Collaboration Beyond the Project Team	图4.1项目团队之外的合作
Using social media such as messaging technologies, videoconferencing, shared document workspaces, and wikis, you can tap into the world's knowledge for ideas and information.	使用诸如消息传递技术、视频会议、共享文档工作和维基等社交媒体，您可以利用世界上的知识来获取创意和信息。
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media primarily to gather information that you will use in your research. You bring this information back to your team, and then you work exclusively with your team in drafting, revising, and proofreading your document. In a more complex collaboration pattern, you and other members of your team might use social media to gather information from sources around the globe and then reach out to others in your organization to see what they think of your new ideas. Later in the process, you create the outline of your document, in the form of a wiki, and authorize everyone in your own organization to draft sections, pose questions and comments, and even edit what others have written.	媒体主要是收集你将用于研究的信息。你将这些信息带回给你的团队，然后你与你的团队只用于，起草、审核和校对文档。在更复杂的合作模式中，您和您团队的其他成员可能会使用社交媒体从全球各地的收集信息来源，然后联系小组中的其他人，以了解他们对您的新观点的看法。之后，您将以维基的形式创建文档的大纲，然后授权组织中的每个人起草部分，提出问题和评论，甚至编辑其他人所写的内容。
In short, you can collaborate with any number of people at one or at several stages of the writing process. Every document is unique and will therefore call for a unique kind of collaboration. Your challenge is to	简而言之，你可以在写作过程的一个或几个阶段与任何数量的人合作。每个文档都是唯一的，因此需要一个唯一的合作子文档。你的挑

think creatively about how you can work effectively with others to make your document as good as it can be.	战是创造性地思考如何与他人有效合作，使你的文档尽可能好。
Being aware of the strengths and limitations of collaborative tools can prompt you to find people in your building and around the world who can help you think about your subject and write about it compellingly and persuasively.	认识到合作工具的优势和局限性可以促使你在你的办公楼里和世界各地找到能帮助你思考你的主题并有说服力地写下它的人。
Advantages and Disadvantages of Collaboration As a student, you probably have already worked collaboratively on course projects. As a professional, you will work collaboratively on many more proj- ects. In the workplace, the stakes might be higher.	合作的利弊 作为一名学生，你可能已经在课程项目上合作过了。作为一名专业人士，你将在更多的项目上合作。在工作场所，风险可能更大。
Effective collaboration can make you look like a star, but ineffective collaboration can ruin an important project—and hurt your reputation. The best way to start thinking about collaboration is to understand its main advantages and disadvantages.	有效的合作可以让你看起来更出众，但无效的合作会毁掉一个重要的项目，损害你的声誉。开始思考合作的最好方法是了解它的主要优点和缺点。
ADVANTAGES OF COLLABORATION	合作的优势
According to a survey conducted by Cisco Systems (2010), more than 75 percent of those surveyed said that collaboration is critical to their success on the job. Some 90 percent said that collaboration makes them more productive. Writers who collaborate can create a better document and improve the way an organization functions: Collaboration draws on a wider knowledge base. Therefore, a collaborative document can be more comprehensive and more accurate than a single- author document.	根据思科系统（Cisco Systems）（2010年）进行的一项调查，超过75%的受访者表示，合作对他们在工作中的成功至关重要。大约90%的人说，合作使他们更有创造力。合作的作者可以创建更好的文档并改进组织的功能：合作利用更广泛的知识基础。因此，合作文档比个作者文档更全面、更准确。
Collaboration draws on a wider skills base.	合作需要更广泛的技能基础。
No one person can be an expert manager, writer, editor, graphic artist, and production person. Collaboration provides a better idea of how the audience will read the document. Because each collaborator acts as an audience, working with collaborators produces more questions and suggestions than one person could while writing alone.	任何人都不能成为专业的经理、作家、编辑、平面艺术家和制作人员。合作提供了一个更好的方法，让读者了解如何阅读文档。因为每个合作者都扮演着听众的角色，所以与合作者一起工作产生的问题和建议比一个人单独写作时产生的问题和建议要多。
Collaboration improves communication among employees.	合作改善了员工之间的沟通。

Because you and your collaborators share a goal, you learn about each other's jobs, responsibilities, and frustrations.	因为你和你的合作者有一个共同的目标，所以你可以了解彼此的工作、责任和挫折。
59 For more about the writing process, see Ch.	59有关写作过程的更多信息，请参阅第3章。
To complete a series of interactive team writing modules, go to "Additional Resources" in Ch. 4: macmillanhighered.com /launchpad /techcomm11e.	完成一系列合作团队写作模块，转到第4章中的"附加资源" 4: macmillanhighered.com /launchpad/techcomm11e.
Collaboration helps acclimate new employees to an organization.	合作有助于使新员工适应一个组织。
New employees learn how things work—which people to see, which forms to fill out, and so forth—as well as what the organization values, such as ethical conduct and the willingness to work hard and sacrifice for an important initiative.	新员工学习如何工作，填写哪些表格，等等，以及组织的价值观，例如职业道德操守和努力工作的意愿， 以及主动地做出的牺牲。
Collaboration motivates employees to help an organization grow.	合作激励员工帮助组织成长。
New employees bring new skills, knowledge, and attitudes that can help the organization develop. More experienced employees mentor the new employees as they learn. Everyone teaches and learns from everyone else, and the organization benefits	新员工带来新的技能、知识和态度，可以帮助组织发展。更有经验的员工在新员工学习的过程中指导他们。每个人都从其他人身上学习和教导，组织也会从中受益。
DISADVANTAGES OF COLLABORATION	合作的劣势
Collaboration can also have important disadvantages:	合作也有重大缺点：
Collaboration takes more time than individual writing. It takes longer because of the time needed for the collaborators to communicate. In addition, meetings—whether they are live or remote—can be difficult to schedule.	合作比个人写作花费更多的时间。由于合作者交流需要的时间更长。此外，会议无论是实时会议还是远程会议都。很难安排
Collaboration can lead to groupthink.	合作会导致固定思维。
When collaborators value getting along more than thinking critically about the project, they are prone to groupthink. Groupthink, which promotes conformity, can result in an inferior document, because no one wants to cause a scene by asking tough questions.	当合作者重视相处而不是对项目进行批判性思考时，他们倾向于固定地思考。促进一致性的固定思维会导致一份差劲地文档，因为没有人想通过提出尖锐的问题来引起一场争论。

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Collaboration can yield a disjointed document.	合作会产生不连贯的文档。
Sections can contradict or repeat each other or be written in different styles. To prevent these problems, writers need to plan and edit the document carefully.	章节会相互矛盾或重复，也会用不同的风格书写。为了防止这些问题，作者需要仔细计划和编辑文档。
Collaboration can lead to inequitable workloads.	合作会导致不公平的工作量。
Despite the project leader's best efforts, some people will end up doing more work than others.	尽管项目负责人尽了最大努力，但有些人最后还是会比其他人做更多的工作。
Collaboration can reduce a person's motivation to work hard on the document.	合作会减少一个人努力工作的动力。
A collaborator who feels alienated from the team can lose motivation to make the extra effort.	感到与团队疏远的成员可能会失去做出额外努力的动力。
Collaboration can lead to interpersonal conflict.	合作会导致人际冲突。.
People can disagree about the best way to create the document or about the document itself. Such disagreements can hurt working relationships during the project and long after.	人们可能对创建文档的最佳方式或文档本身存在分歧。这种分歧会损害项目期间的工作关系，并且会维持很长一段时间。
Managing Projects	管理项目
At some point in your career, you will likely collaborate on a project that is just too big, too technical, too complex, and too difficult for your team to complete successfully without some advance planning and careful oversight.	在你职业生涯的某个阶段，你很可能会在一个项目上合作，这个项目太大，太技术化，太复杂，太难让你的团队在没有事先计划和仔细监督的情况下成功完成。
Often, collaborative projects last several weeks or months, and the efforts of several people are required at scheduled times for the project to proceed.	通常，合作项目会持续几个星期或几个月，并且需要几个人在预定的时间进行工作。
For this reason, collaborators need to spend time managing the project to ensure that it not only meets the needs of the audience but also is completed on time and, if relevant, within budget.	因此，合作者需要花时间管理项目，以确保项目不仅满足观众的需求，而且按时完成，如果相关，在预算内完成。
Managing Your Project	管理项目

These seven suggestions can help you keep your project on track.	这七个建议可以帮助你保持你的项目在正常运行。
Break down a large project into several smaller tasks.	把一个大项目分解成几个小任务。
Working backward from what you must deliver to your client or manager, partition your project into its component parts, making a list of what steps your team must take to complete the project.	从必须交付给客户机或经理的内容开始，向后工作，将项目划分为其组件部分，列出团队完成项目必须采取的步骤。
This task is not only the foundation of project management but also a good strategy for determining the resources you will need to complete the project successfully and on time.	这项任务不仅是项目管理的基础，而且是一个很好的来确定您需要的资源用于完成项目成功和及时的战略。
After you have a list of tasks to complete, you can begin to plan your project, assign responsibilities, and set deadlines.	在您有一个任务列表要完成之后，您可以开始计划您的项目、分配职责和设置截止日期。
Plan your project.	计划你的项目。
Planning allows collaborators to develop an effective ap- proach and reach agreement before investing a lot of time and resources.	计划允许合作者在投入大量时间和资源之前制定有效的方案并达成一致。
Planning prevents small problems from becoming big problems with a deadline looming.	计划可以防止小问题在最后期限迫近时变成大问题。
Effective project managers use planning documents such as needs analyses, information plans, specifications, and project plans.	有效的项目经理使用计划文档，如需求分析、信息计划、规范和项目计划。
Create and maintain an accurate schedule.	创建并保证一个准确的时间表。
An accurate schedule helps collabo- rators plan ahead, allocate their time, and meet deadlines.	准确的日程安排有助于合作者提前计划、分配时间和完成最后期限。
Update your schedule when changes are made, and either place the up-to-date schedule in an easily ac- cessible location (for example, on a project website) or send the schedule to each team member.	在进行更改时更新计划，并将最新计划放在易于访问的位置（例如，在项目网站上）或将计划发送给每个团队成员。
If the team misses a deadline, immediately create a new deadline.	如果团队错过了最后期限，请立即创建新的最后期限。

Team members should always know when tasks must be completed.	团队成员应始终知道何时必须完成任务。
Put your decisions in writing.	把你的决定写下来。
Writing down your decisions, and communicating them to all collaborators, helps the team remember what happened.	写下你的决定，并将它们传给所有的合作者，有助于团队记住发生了什么。
In addition, if questions arise, the team can refer easily to the document and, if necessary, update it.	此外，如果出现问题，小组可以很容易地查阅该文件，并在必要时予以更新。
Monitor the project.	监察项目。
By regularly tracking the progress of the project, the team can learn what it has accomplished, whether the project is on schedule, and if any unexpected challenges exist.	通过定期跟踪项目进度，团队可以了解项目已经完成了什么，项目是否按时完成，以及是否存在任何意外的挑战。
Distribute and act on information quickly.	迅速分发和处理信息。
Acting fast to get collaborators the information they need helps ensure that the team makes effective decisions and steady progress toward completing the project.	快速获取合作者所需的信息，有助于确保团队做出有效的决策并朝着完成项目的方向稳步前进。
Be flexible regarding schedule and responsibilities.	灵活安排时间和责任。
Adjust your plan and meth- ods when new information becomes available or problems arise.	当有新的信息或出现问题时，调整你的计划和方法。
When tasks are held up because earlier tasks have been delayed or need reworking, the team should consider revising responsibilities to keep the project moving forward.	当由于先前的任务被延迟或需要返工而导致任务延迟时，团队应考虑修改职责，以保持项目继续向前。
Conducting Meetings	召开会议
Collaboration involves meetings.	合作包括会议。
Whether you are meeting live in a room on campus or using videoconferencing	无论您是在校园的房间里开会，还是使用视频

tools, the five aspects of meetings dis- cussed in this section can help you use your time productively and produce the best possible document.	会议工具，本节讨论的会议的五个方面都可以帮助您高效地利用时间并生成尽可能好的文档。
To watch a tutorial on using helpful online tools to	观看有关使用有用的网络工具的教程
schedule meetings, go to Ch. 4 > Additional Resources > Tutorials: macmillanhighered.com/launchpad/techcomm11e.	安排会议，转到章节4>附加资源>教程：macmillanhighered.com/launchpad/techcomm11e.
LISTENING EFFECTIVELY	有效倾听
Participating in a meeting involves listening and speaking.	参加会议包括听和说。
If you listen carefully to other people, you will understand what they are thinking and you will be able to speak knowledgeably and constructively.	如果你仔细听别人的话，你就会明白他们在想什么，你就能以知识和建设性的方式说话。
Unlike hearing, which involves receiving and processing sound waves, listening involves understanding what the speaker is saying and interpreting the information.	与听觉不同，听觉包括接收和处理声波，听觉包括理解说话者所说的话和解释信息。
Listening Effectively	有效倾听
Follow these five steps to improve your effectiveness as a listener.	按照以下五个步骤来提高你作为听众的效率。
Pay attention to the speaker.	注意发言者。
Look at the speaker, and don't let your mind wander.	注视着发言者，不要让你的思想抛锚
Listen for main ideas.	听取主要的信息.
Pay attention to phrases that signal important information, such as "What I'm saying is . . ." or "The point I'm trying to make is . . . ."	注意那些表示重要信息的短语，比如"我说的是"。"或者"我想说的是。……"。"
Don't get emotionally involved with the speaker's ideas.	对于演讲者的想法不要情感化。
Even if you disagree, continue to listen.	即使您不赞同，也要继续听下去。
Keep an open mind.	保持一颗包容心。

Don't stop listening in order to plan what you are going to say next.	为了你后面要说的内容，不要停止倾听
Ask questions to clarify what the speaker said.	通过询问的方式来弄明白演讲者说了什么
After the speaker finishes, ask questions to make sure you understand.	演讲者完成了以后，可以通过问问题的方式来确保你听明白了。
For instance, "When you said that each journal recommends different protocols, did you mean that each journal recommends several protocols or that each journal recommends a different protocol?"	例如，"当你说每个刊物推荐不同的条约时，你的意思是每个日志推荐多个条约还是每个刊物推荐不同的条约？"。"
Provide appropriate feedback.	提供准确的反馈
The most important feedback is to look into the speaker's eyes.	最重要的反馈是观察说话人的眼睛。
You can nod your approval to signal that you understand what he or she is saying.	你可以点头表示你理解他或她在说什么。
Appropriate feedback helps assure the speaker that he or she is communicating effectively.	适当的反馈有助于确保说话者有效地沟通。
SETTING YOUR TEAM'S AGENDA	制定团队日程
It's important to get your team off to a smooth start.	让你的团队有一个顺利的开始是很重要的。
In the first meeting, start to define your team's agenda.	在第一次会议中，开始定义团队的议程。
Setting Your Team's Agenda	制定团队日程
Carrying out these eight tasks will help your team work effectively and efficiently.	执行这八项任务将有助于您的团队高效地工作。
Define the team's task.	明确团队任务
Every team member has to agree on the task, the deadline, and the approximate length of the document.	每一个团队成员都必须在任务、期限和文件的长度上达成一致。
You also need to agree on more conceptual points, including the document's	您还需要在更多的概念点上达成一致，包括文

audience, purpose, and scope.	档的受众、目的和范围。
(continued)	（续）
Choose a team leader.	选择一个组长。
This person serves as the link between the team and management.	这个人是团队和管理层之间的纽带。
(In an academic setting, the team leader represents the team in communicating with the instructor.)	（在学术环境中，组长代表团队与讲师进行沟通。）
The team leader also keeps the team on track, leads the meetings, and coordinates communication among team members.	组长还保持团队的正常运转，领导会议，协调团队成员之间的沟通。
Define tasks for each team member.	为每位团队成员明确任务
There are three main ways to divide the tasks: according to technical expertise (for example, one team member, an engi- neer, is responsible for the information about engineering), according to stages of the writing process (one team member contributes to all stages, whereas another participates only during the planning stage), or according to sections of the document (several team members work on the whole document but oth- ers work only on, say, the appendixes).	有三种主要的方法来划分任务：根据技术专长（例如，一个团队成员，一个工程师，负责有关工程的信息），根据写作过程的各个阶段（一个团队成员参与所有阶段，而另一个团队成员只参与计划阶段）。或者根据文档的部分（几个团队成员负责整个文档，但其他人只负责，比如说，附录）。
People will likely assume informal roles, too.	人们也可能扮演非正式的角色。
One person might be good at clarifying what others have said, another at preventing arguments, and another at asking questions that force the team to reevaluate its decisions.	一个人可能擅长阐明别人的话，另一个人擅长阻止争论，另一个人擅长提问，迫使团队重新评估自己的决定。
Establish working procedures.	建立工作程序。
Before starting to work, collaborators need answers—in writing, if possible—to the following questions:	在开始工作之前，如果可以，合作者需要写下以下问题的回答：
When and where will we meet?	-我们什么时候在哪里见面？
What procedures will we follow in the meetings?	-我们将在会议中遵循什么程序？

What tools will we use to communicate with other team members, including the leader, and how often will we communicate?	一我们将使用哪些工具与其他团队成员（包括领导）进行沟通，以及沟通的频率？
Establish a procedure for resolving conflict productively.	建立有效解决冲突的程序。
Disagreements about the project can lead to a better product.	对项目的意见分歧可以产生更好的产品。
Give collaborators a chance to express ideas fully and find areas of agreement, and then resolve the conflict with a vote.	给合作者一个充分表达想法并找到一致意见的机会，然后通过投票解决冲突。
Create a style sheet.	创建样式表。
A style sheet defines the characteristics of the document's writing style.	样式表规定文档的书写样式的特征。
For instance, a style sheet states how many levels of headings the document will have, whether it will have lists, whether it will have an informal tone (for example, using "you" and contractions), and so forth.	例如，样式表说明文档将有多少级别的标题、是否具有列表、是否具有非正式语调（例如，使用"you"和缩写）等等。
If all collaborators draft using a similar writing style, the document will need less revision.	如果所有合作者都使用类似的写作风格起草，则文档将需要较少的修订。
And be sure to use styles, as discussed in Chapter 3, to ensure a consistent design for headings and other textual features.	确保使用样式如第3章所谈到那样，以确保标题和其他文本特征的设计一致。
Establish a work schedule.	制定工作时间表。
For example, for a proposal to be submitted on February 10, you might aim to complete the outline by January 25, the draft by February 1, and the revision by February 8.	例如，对于将于2月10日提交的提案，您的目标可能是在1月25日之前完成大纲，在2月1日之前完成草案，并在2月8日之前完成修订。
These dates are called mile- stones.	这些日期被称为截止日。
Create evaluation materials.	创建评估材料。
Team members have a right to know how their work will be evaluated.	团队成员有权知道是如何评估他们的工作。
In college, students often evaluate themselves and other team members.	在大学里，学生经常评价自己和其他团队成员。

In the working world, managers are more likely to do the evaluations.	在工作中，管理者更有可能进行评估。
Figure 4.2 shows a work-schedule form.	图4.2显示了工作进度表。
Figure 4.3 on p. 65 shows a team- member evaluation form, and Figure 4.4 on p. 66 shows a self-evaluation form.	第65页的图4.3显示了团队成员评估表，第66页的图4.4显示了自我评估表。
FIGURE 4.2	图4.2
Room C	C室
Location Date	地点日期
Agenda	议程
Review final draft	审阅最终版本
May 15	5月15日
Done	结束
StatusDate	状态日期
Responsible Member	负责成员
n/a n/a Randy	n/a n/a 兰迪
Progress Reports	进度报告
Progress Report 3	进度报告3
Progress Report 2	进度报告2
Progress Report 1	进度报告1
Work-Schedule Form	工作进度表
Notice that milestones sometimes are presented in reverse chrono- logical order; the delivery-date milestone, for instance, comes first.	请注意，截止日有时以相反的时间顺序显示；例如，交付日期里程碑排在第一位。

On other forms, items are presented in normal chronological order.	在其他形式上，项目按正常的时间顺序呈现。
Date	日期
May 19	5月19日
May 18 n/a May 17	5月18日 n/a 5月17日
May 16	5月16日
May 13	5月13日
May 9	5月9日
Done Done Done	结束结束结束
Responsible Member	负责成员
Saada all	萨达全体
n/a Randy all Ahmed Larry	n/a 兰迪·艾哈迈德·拉里
Milestones	截止日
Deliver Document Proofread Document	交付文件校对文件
Send Document to Print Shop Complete Revision	将文档发送到打印车间完成修订
Review Draft Elements	审阅稿件要素
Assemble Draft Establish Tasks	收集稿件建立任务
Type of Document Required:recommendation report	所需文件类型：推荐报告
WORK-SCHEDULE FORM	工作进度表
VoIP feasibility study Joan	网络电话可行性研究Joan

Carlton, Wendy	卡尔顿，温迪
Saada, Larry, Randy, Ahmed	萨达，拉里，兰迪，艾哈迈德
Name of Project:	项目名称：
Principal Reader:	目标读者：
Other Readers:	其他读者：
Group Members:	小组成员：
Status	职位
The form includes spaces for listing the person responsible for each milestone and progress report and for stating the progress toward each milestone and progress report.	表格包括列出每个截止日和进度报告负责人的空格，以及说明每个截止日和进度报告的进度。
Notes	注释
For printable versions of Figs. 4.2, 4.3, and 4.4, go to	对于可打印版本的图4.2、4.3和4.4，转到
Time	时间
May 18 3:30	5月 18日 3:30
May 16 2:00	5月 16日 2:00
May 93:00	5月 9日3:00
Kickoff meetingRoom C	启动会议C室
Review draft elements Room B	审阅稿件要素B室
Meetings	会议
Meeting 3	会议3

Meeting 2	会议2
Meeting 1	会议1
Ch. 4 > Additional Resources > Downloadable Forms: macmillanhighered.com/launchpad/techcomm11e.	第4章>附加资源>可下载表单: macmillanhighered.com/launchpad/techcomm11e.
FIGURE 4.3	图4.3
Team-Member Evaluation Form	组员评价表
Mackenzie gives high grades to Kurt and Amber but low grades to Bob.	麦肯齐给库尔特和安伯打高分，给鲍勃打低分。
If Kurt and Amber agree with Mackenzie's assessment of Bob's participation, the three of them should meet with Bob to discuss why his participation has been weak and to consider ways for him to improve.	如果库尔特和安珀同意麦肯齐对鲍勃参与度的评估，他们三人应该与鲍勃会面，讨论为什么他的参与度一直很弱，并考虑如何让他改进。
FIGURE 4.4	图4.4
Self-Evaluation Form	自我评价表 ：
The evaluation section of the form is difficult to fill out, but it can be the most valuable section for you in assessing your skills incollaborating.	表格中的评估部分很难填写，但在评估您的合作技能时，它可能是最有价值的部分。
When you get to the second question, be thoughtful and constructive.	当你谈到第二个问题时，要有思想和建设性。
Don't merely say that you want to improve your skills in using the software.	不要仅仅说你想提高你使用软件的技能。
And don't just write "None."	不要只写"没有"。
ETHICS NOTE	道德规范说明
PULLING YOUR WEIGHT ON COLLABORATIVE PROJECTS	在合作项目上发挥作用
Collaboration involves an ethical dimension.	合作涉及道德层面。

If you work hard and well, you help the other members of the team.	如果你努力工作，你会帮助其他队员。
If you don't, you hurt them.	如果你不这样做，你就伤害了他们。
You can't be held responsible for knowing and doing everything, and sometimes unexpected problems arise in other courses or in your private life that prevent you from participating as actively and effectively as you otherwise could.	你不可能对知道和做每件事负责，有时在其他课程或你的私人生活中会出现意想不到的问题，妨碍你尽可能积极有效地参与。
When problems occur, inform the other team members as soon as possible.	当出现问题时，尽快通知其他团队成员。
For instance, call the team leader as soon as you realize you will have to miss a meeting.	例如，一旦你意识到你将错过一个会议时，就给组长打电话。
Be honest about what happened.	实话实说发生了什么事。
Suggest ways you might make up for missing a task.	建议一些方法来弥补错过的任务。
If you communicate clearly, the other team members are likely to cooperate with you.	如果你沟通清楚，其他团队成员可能会与你合作。
If you are a member of a team that includes someone who is not participating fully, keep rec- ords of your attempts to get in touch with that person.	如果你是一个团队的成员，其中包括一个没有完全参与的人，请记录你试图与该人取得联系的尝试。
When you do make contact, you owe it to that person to try to find out what the problem is and suggest ways to resolve it.	当你联系上他时，你应该试着找出问题所在并提出解决方法。
Your goal is to treat that person fairly and to help him or her do better work, so that the team will function more smoothly and more effectively.	你的目标是公平地对待这个人，帮助他或她做得更好，这样团队就能更顺利、更有效地运作。
CONDUCTING EFFICIENT MEETINGS	召开高效会议
Human communication is largely nonverbal.	人类的交流主要是非语言的。
That is, although people com- municate through words and through the tone, rate, and volume of their speech, they also communicate through body	也就是说，虽然人们通过语言和语调、语速和音量进行交流，但他们也通过肢体语言进行交

language.	流。
For this reason, meetings provide the most information about what a person is thinking and feeling—and the best opportunity for team members to understand one another.	由于这个原因，会议提供了关于一个人的想法和感受的最多的信息，也是团队成员相互理解的最佳机会。
To help make meetings effective and efficient, team members should arrive on time and stick to the agenda.	为了使会议有效和高效，团队成员应该准时到达并坚持议程。
One team member should serve as secretary, recording the important decisions made at the meeting.	一名小组成员应担任秘书，记录会议上作出的重要决定。
At the end of the meeting, the team leader should summarize the team's accomplish- ments and state the tasks each team member is to perform before the next meeting.	会议结束时，组长应总结团队的完成情况，并在下次会议前说明每个团队成员要执行的任务。
If possible, the secretary should give each team member this infor- mal set of meeting minutes.	如果可能的话，秘书应该给每个团队成员一套详细的会议记录。
COMMUNICATING DIPLOMATICALLY	外交沟通
Because collaborating can be stressful, it can lead to interpersonal conflict.	因为合作会带来压力，它会导致人际冲突。
People can become frustrated and angry with one another because of per- sonality clashes or because of disputes about the project.	人们可能会因为不合情理的冲突或者因为项目的争议而变得沮丧和愤怒。
If the project is to succeed, however, team members have to work together productively.	然而，如果项目要成功，团队成员必须富有成效地合作。
When you speak in a team meeting, you want to appear helpful, not critical or over- bearing.	当你在团队会议上发言时，你要表现得乐于助人，而不是挑剔或过分。
CRITIQUING A TEAM MEMBER'S WORK	评价团队成员的工作
In your college classes, you probably have critiqued other students' writing.	在你的大学课堂上，你可能评价过其他学生的写作。
In the workplace, you will do the same sort of critiquing of notes and	在工作场所，您将对其他团队成员编写的笔记

drafts written by other team members.	和草稿进行同样的评价。
Knowing how to do it without offending the writer is a valuable skill.	知道如何在不冒犯作者的情况下做到这一点是一项很有价值的技能。
For a discussion of meeting minutes, see Ch. 17, p. 464.	关于会议记录的讨论，见第17章，第464页。
Communicating Diplomatically	外交沟通
These seven suggestions for communicating diplomatically will help you communi- cate effectively.	这七条外交沟通的建议将有助于你有效沟通。
Listen carefully, without interrupting. See the Guidelines box on page 62. Give everyone a chance to speak.	仔细聆听，不要打断。请参阅第62页的"指南"框。 给大家一个发言的机会。
Don't dominate the discussion.	不要主导讨论。
Avoid personal remarks and insults.	避免个人言论和侮辱。
Be tolerant and respectful of other people's views and working methods.	宽容、尊重他人的观点和工作方法。
Doing so is right—and smart: if you anger people, they will go out of their way to oppose you. Don't overstate your position.	这样做是正确和明智的：如果你激怒了大家，他们会不顾一切地反对你。 不要夸大你的地位。
A modest qualifier such as "I think" or "it seems to me" is an effective signal to your listeners that you realize that everyone might not share your views. OVERBEARING My plan is a sure thing; there's no way we're not going to kill Allied next quarter. DIPLOMATIC I think this plan has a good chance of success: we're playing off our strengths and Allied's weaknesses.	一个谦虚的限定词，比如"我认为"或者"在我看来"是一个有效的信号，告诉你的听众你意识到每个人都可能不同意你的观点。 专横 我的计划是肯定的，我们不可能在下个季度不杀死盟军。外交方面 外交方面，我认为这个计划很有可能成功：我们在利用我们的优势和盟军的弱点。
Note that in the diplomatic version, the speaker says "this plan," not "my plan."	注意，在外交方面，发言人说的是"这个计划"，而不是"我的计划"。
Don't get emotionally attached to your own ideas.	不要对自己的想法有感情上的依恋。
When people oppose you, try to understand why.	当人们反对你的时候，试着去理解为什么。

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Digging in is usually unwise—unless it's a matter of principle—because, although it's possible that you are right and everyone else is wrong, it's not likely.Ask pertinent questions.	深入研究通常是不明智的，除非这是一个原则问题，因为，虽然你可能是对的，其他人都是错的，但不太可能。 提出相关问题。
Bright people ask questions to understand what they hear and to connect it to other ideas.	聪明的人问问题是为了理解他们听到的，并将其与其他想法联系起来。
Asking questions also encourages other team members to examine what they hear.	提问也会鼓励其他团队成员确认他们听到的内容。
Pay attention to nonverbal communication.	注意非语言交流。
Bob might say that he understands a point, but his facial expression might show that he doesn't.	鲍勃可能会说他理解某一点，但他的面部表情可能表明他不理解。
If a team member looks confused, ask him or her about it.	如果团队成员看起来很困惑，要询问他们。
A direct question is likely to elicit a state- ment that will help the team clarify its discussion.	一个直接的问题很可能会引出一个有助于团队澄清讨论的状态。
Critiquing a Colleague's Work	评价同事的工作
Most people are very sensitive about their writing.	大多数人对他们的写作很敏感。
Following these three sugges- tions for critiquing writing will increase the chances that your colleague will consider your ideas positively.	遵循这三条批评写作的建议会增加你同事思考你想法积极方面的机会。
Start with a positive comment. Even if the work is weak, say, "You've obviously put a lot of work into this, Joanne.	从正面评论开始。即使作品糟糕，也要说，"乔安妮，你显然为此付出了很多努力。
Thanks."	谢谢。"
Or, "This is a really good start.	或者，"这是一个很好的开始。
Thanks, Joanne."	谢谢，乔安妮。"
Discuss the larger issues first.	首先讨论下更重大的问题

Begin with the big issues, such as organization, development, logic, design, and graphics.	从大问题开始，比如组织、开发、逻辑、设计和图形。
Then work on smaller issues, such as paragraph development, sentence-level matters, and word choice.	然后研究一些小的问题，比如段落发展，句子层次的问题，单词选择。
Leave editing and proofreading until the end of the process.	把编辑和校对工作留到最后。
(continued)	（续）
Talk about the document, not the writer.	讨论作品，而不是作者。
RUDEYou don't explain clearly why this criterion is relevant.	无礼你没有解释清楚为什么这个标准是相关的。
BETTERI'm having trouble understanding how this criterion relates to the topic.	更好我很难理解这个标准与这个主题的关系。
Your goal is to improve the quality of the document you will submit, not to evalu- ate the writer or the draft.	你的目标是提高你将要提交的文件的质量，而不是评价作者或稿件。
Offer constructive suggestions.	提出建设性的建议。
RUDEWhy didn't you include the price comparisons here, as you said you would?	无礼你为什么不像你说的那样把价格对比包括在这里？
BETTERI wonder if the report would be stronger if we included the price comparisons here.	更好我想知道是否把价格比较包括在内，报告会更有力。
In the better version, the speaker focuses on the goal (to create an effective report) rather than on the writer's draft.	在更好的版本中，演讲者关注的是目标（创建有效的报告），而不是作者的稿件。
Also, the speaker qualifies his recommen- dation by saying, "I wonder if . . . ."	此外，演讲者通过说"我不知道是否"。……."
This approach sounds constructive rather than boastful or annoyed.	这种方法听起来很有建设性，而不是吹嘘或生气。
Using Social Media and Other Electronic Tools in Collaboration	协同使用社交媒体和其他电子工具

The tremendous growth in the use of social-media services such as Face-book, YouTube, and Twitter by the general population is reflected in the working world.	普通民众使用face book、youtube和twitter等社交媒体服务的巨大增长，反映在工作领域。
Although few of the social-media tools were created for use in that context, most of them are used by professionals as business tools.	尽管很少有社交媒体工具是为在这种情况下使用而创建的，但大多数是专业人士作为商业工具使用的。
With each passing year, more professionals are using social media in the workplace.	随着时间的推移，越来越多的专业人士在工作场所使用社交媒体。
A 2012 survey by the human-resources consulting com- pany SilkRoad found that almost three-quarters of employees surveyed use their own mobile devices in the workplace every day to connect with co-workers and customers, to share work-related information, to collabo- rate, and to spark new ideas.	2012年，人力资源咨询公司SilkRoad进行的一项调查发现，几乎四分之三的受访员工每天在工作场所使用自己的移动设备与同事和客户建立联系，分享与工作相关的信息，进行合作，并激发新的想法。
The three most popular services were Twitter, Facebook, and LinkedIn, each used by more than half of those surveyed.	最受欢迎的三个软件是twitter、facebook和linkedin，每一个都有超过一半的受访者使用。
By contrast, company-sponsored tools, such as intranets, were used by less than one-fifth of respondents.	相比之下，不到五分之一的受访者使用了公司赞助的工具，如内部网。
Email is still the most popular com- munication tool, used by more than 80 percent of respondents; no other company-sponsored tool was used by even 50 percent of respondents (SilkRoad, 2013).	电子邮件仍然是最受欢迎的通信工具，80%以上的受访者使用电子邮件；甚至50%的受访者都没有使用其他公司赞助的工具（Silkload, 2013）。
Professionals use many types of electronic tools to exchange informa- tion and ideas as they collaborate.	专业人士在合作时使用多种电子工具交换信息和想法。
The following discussion highlights the major technologies that enable collaboration: word-processing tools, messaging technologies, videoconferencing, wikis and shared document workspaces, and virtual worlds.	以下讨论重点介绍了实现合作的主要技术：字处理工具、消息传递技术、视频会议、wiki和共享文档工作区以及虚拟世界。
How To Use the Review Tab	如何使用"审阅"选项卡

When collaborating with others, you can distribute your document to readers electronically so that they can add comments, revise text, and highlight text.	与其他人合作时，可以通过电子方式将文档分发给读者，以便他们可以添加注释、修改文本和突出显示文本。
You can then review their comments, keep track of who made which changes, compare two versions, and decide whether to accept or decline changes without ever having to print your document.	然后，您可以查看他们的评论，追踪谁进行了哪些更改，比较两个版本，并决定是否接受或拒绝更改，而无需打印文档。
You can use the Review tab to elec- tronically review a document or to revise a document that has already been commented on by readers.	你可以使用 审阅 选项卡以电子方式查看文档或修改已被读者评论的文档。
Select the Review tab to access the Comments, Tracking, Changes, and Compare groups.	选择 审阅 选项卡 以访问 评论，跟踪，更改，和 比较 组。
To electronically review a document, highlight the relevant text and do the following:	要电子方式审阅文档，请突出显示相关文本并执行以下操作：
Select the New Comment button in the Comments group to write comments in a bubble in the margin.	选择 "新建批注"选项 "批注"组中，在页边空白处的气泡中写入批注。
Select the Track Changes button to distinguish between revised text and original text.	选择 跟踪更改按钮以区分修订文本和原始文本。
On the Home tab in the Font group, select the Text Highlight button to emphasize a particular passage.	在 开始 选项卡上的 字体 组，选择 文本突出显示按钮以突出显示特定的段落。
To change the color or design of comment bubbles or markup, select the Track Changes button in the Tracking group, and select Change Tracking Options.	若要更改批注气泡或标记的颜色或设计，选择 跟踪更改 选项 跟踪 组中,选择 更改跟踪选项.
The Track Changes Options dialog box will appear.	显示跟踪更改选项 对话框。
To revise a document that has already been commented on by reviewers, you can do the following:	要 修订已由审阅者批注的文档，可以执行以下操作：
Use the Tracking group to change how the document is displayed.	使用 跟踪 组更改文档的显示方式。
Select buttons in the Changes group to see the previous or next comment and to accept or reject a change.	选择更改 组中的按钮以查看 上一条或者 下一条 注释，接受 或者拒绝 更改。

Select the Reviewing Pane button to review all comments and changes.	选择审阅窗口 按钮以审阅所有批注和更改。
KEYWORDS: review tab, comments group, tracking group, changes group, compare group	关键词查看选项卡，注释选项卡，跟踪选项卡，更改选项卡，比较选项卡
WORD-PROCESSING TOOLS	文字处理工具
Most word processors offer three powerful features that you will find useful in collaborative work:	大多数文字处理程序都提供三个功能强大的功能，您会发现这些功能在合作工作中很有用：
r 5IF comment feature lets readers add electronic comments to a file.	r 5IF 注释特点 使读者向文件添加电子注释。
r 5IF revision feature lets readers mark up a text by deleting, revising, and adding words and indicates who made which suggested changes.	r 5IF 修订功能 允许读者通过删除、修订和添加单词来标记文本，并指示谁进行了建议的更改。
r 5IF highlighting feature lets readers use one of about a dozen "highlighting pens" to call the writer's attention to a particular passage.	r 5IF 突出显示功能让读者使用十几种"突出显示笔"中的一种来引起作者对特定段落的注意
MESSAGING TECHNOLOGIES	消息传递技术
Two messaging technologies have been around for decades: instant mes- saging and email.	几十年来，有两种信息技术：即时消息发送和电子邮件。
Instant messaging (IM) is real-time, text-based commu- nication between two or more people.	即时消息（IM）是两个或多个用户之间基于文本的实时通信。
In the working world, IM enables people in different locations to communicate textual information at the same time.	在工作环境中，IM使不同地点的人能够同时交流文本信息。
Email is an asynchronous medium for sending brief textual	电子邮件是发送简短文本的异步媒体
To watch a tutorial on using the commenting features in Word, Adobe	观看有关在word、adobe acrobat和google中

Acrobat, and GoogleDrive, go to Ch. 4 > Additional Resources > Tutorials: macmillanhighered.com	使用注释功能的教程 章节4>附加资源>教程：macmillanhighed.com macmillanhighered.com
/launchpad/techcomm11e.	/launchpad/techcomm11e.
To watch a tutorial on incorporating tracked	观看有关合并跟踪的教程
changes, go to Ch. 4 > Additional Resources > Tutorials: macmillanhighered.com	更改，跳转到章节4>附加资源>教程：macmillanhighered.com
/launchpad/techcomm11e.	/launchpad/techcomm11e.
DOCUMENT ANA LYSIS ACTIVITY	文件分析活动
Critiquing a Draft Clearly and Diplomatically	以外交方式清楚地评价稿件
This is an excerpt from the methods section of a report about computer servers.	这是一份关于计算机服务器的报告的方法部分的摘录。
In this section, the writer is explaining the tasks he performed in analyzing different servers.	在本节中，作者将解释他在分析不同服务器时执行的任务。
In a later section, he explains what he learned from the analysis.	在后面的章节中，他解释了他从分析中学到的东西。
The comments in the balloons were inserted into the document by the author's colleague.	气泡中的注释由作者的同事插入到文档中。
The questions in the margin ask you to think about techniques for critiquing (as outlined on page 68).	页边空白处的问题要求你考虑批评的技巧（如第68页所述）。
What is the tone of the com- ments? How can they be improved?Comment:Huh?	会议的基调是什么？如何改进它们？评论:呵呵
What exactly does this mean?	这到底是什么意思？
each server.	每个服务器。

We noted the relative complexity of setting up each system to our network.	我们注意到为我们的网络设置每个系统的相对复杂性。
How well does the collaborator address the larger issues?	合作者如何解决更大的问题？
Comment:	注释：
Okay, good.	好的。
Maybe weshould explain why we chose these tests.	也许我们应该解释为什么我们选择这些测试。
maintenance tasks: add a new memory module, swap a hard drive, swap a power supply, and perform system diagnostics.	维护任务：添加新的内存模块，交换硬盘驱动器，交换电源并执行系统诊断。
How well does the collabo- rator address the writing, not the writer?	合作者如何处理写作，而不是作者。
Comment:	注释：
What kind of scale are you using?	您怎么样权衡？
If we don't explain it, it's basically useless.	如果我们不解释，那基本上是没有用的。
tried to gather a qualitative feeling forhow much effort would be involved in the day-to-day maintenance of the systems.	试图收集定性的感觉系统的日常维护 将涉及多少工作量。
How well do the collabora- tor's comments focus on the goal of the document, rather than judging the quality of the writing?	合作者的评价如何集中在文档的目标上，而不是评判文章的质量？
Comment:	注释：
Will readers know these are the right tests?	读者会知道这些是正确的测试吗？
Should we explain?Comment:	我们应该解释一下吗？注释：
Same ques- tion as above.	和上面一样的问题。
After each system was set up, we completed the maintenance evaluations and began the benchmark testing.	在每个系统建立之后，我们完成了维护评估，并开始了基准测试。

We ran the complete WinBench and NetBench test suites on each system.	我们在每个系统上运行了完整的winbench和netbench测试套件。
We chose several of the key factors from these tests for comparison.	我们从这些测试中选择了几个关键因素进行比较。
For more about writing email, see Ch. 14, p. 374.	更多写电子邮件的信息，见第14章，第374页。
To watch a tutorial on using videoconferencing software	观看有关使用视频会议软件的教程
to conduct online meetings, go to Ch. 4 > Additional Resources > Tutorials: macmillanhighered.com	要进行在线会议，请访问章节4>附加资源>教程：macmillanhighered.com
/launchpad/techcomm11e.messages and for transferringfiles such as documents, spreadsheets, images, and videos.	/launchpad/techcomm11e..消息和传输填充，如文档、电子表格、图像和视频。
In the last decade, several new messaging technologies have been intro-duced that are well-suited for use on mobile devices such as phones.	在过去的十年里，一些新的信息技术已经被引入，它们非常适合在手机等移动设备上使用。
Of these, the two most popular are text messaging and microblogging.	其中，最受欢迎的两个是短信和微博。
Text messaging enables people to use mobile devices to send messages that can include text, audio, images, and video.	文本消息 使人们能够使用移动设备发送包括文本、音频、图像和视频的消息。
Texting is the fastest-growing technology for exchanging messages electronically because most people keep their phones nearby.	短信是发展最快的电子信息交换技术，因为大多数人都把手机放在身边。
Organizations use text messaging for such pur- poses as sending a quick update or alerting people that an item has beendelivered or a task completed.	组织使用短信来发送快速更新或提醒人们某个项目已经已交付或任务已完成。
On your campus, the administration might use a texting system to alert people about a campus emergency.	在你的校园里，管理部门可能会使用短信系统提醒人们校园紧急情况。
Microblogging is a way of sending very brief textual messages to your personal network.	微博是一种向你的个人网络发送非常简短的文本信息的方式。
You probably use the world's most popular microblog, Twitter, which now	你可能会使用世界上最流行的微博twitter，

has more than half a billion users.	它现在有超过5亿的用户。
Although some organizations use Twitter, many use Twitter-like microblogs such as Yam- mer, which includes a search function and other features and which can be administered from within an organization.	尽管某些组织使用Twitter，但许多组织使用类似Twitter的微博客（例如Yammer），其中包括搜索功能和其他功能，可以从组织内部进行管理。
VIDEOCONFERENCING	视频会议
Videoconferencing technology allows two or more people at different loca- tions to simultaneously see and hear one another as well as exchange docu- ments, share data on computer displays, and use electronic whiteboards.	视频会议技术使位于不同地点的两个或多个人可以同时看到和听到彼此的声音，并交换文档，在计算机显示器上共享数据以及使用电子白板。
Systems such as Skype are simple and inexpensive, requiring only a Webcam and some free software.	像skype这样的系统既简单又便宜，只需要一个摄像头和一些免费软件。
However, there are also large, dedicated systems that require extensive electronics, including cameras, servers, and a fiber-optic network or high- speed telephone lines.	然而，也有大型专用系统需要广泛的电子设备，包括摄像机、服务器、 和 光纤网络或高速电话线。
Participating in a Videoconference	参加视频会议
Follow these six suggestions for participating effectively in a videoconference.	请遵循以下六个建议，以有效地参加视频会议。
Practice using the technology.	练习使用该技术。
For many people, being on camera is uncomfort- able, especially the first time.	对于许多人来说，上相机很不舒服，尤其是第一次。
Before participating in a high-stakes videoconfer- ence, become accustomed to the camera by participating in a few informal videoconferences. Arrange for tech support at each site.	在参加高风险的视频会议之前，请参加一些非正式的视频会议，以习惯于摄像机。在每个站点安排技术支持。
Participants can quickly become impatient or lose interest when someone is fumbling to make the technology work.	当有人在摸索使技术发挥作用时，参与者可能会很快变得不耐烦或失去兴趣。
Each site should have a person who can set up the equipment and	每个站点都应该有一个可以设置设备并在出现

troubleshoot if problems arise.(continued)	问题时进行故障排除的人员。（续）
FIGURE 4.5 A Videoconference	图4.5视频会议
Videoconferencing systems range from sophisticated ones like this to inexpensive cameras attached to individual workstations to systems that work on smartphones.	视频会议系统从像这样复杂的系统到连接到个人工作站的廉价摄像头，再到智能手机上的系统，应有尽有。
Most videoconferencing systems can display more than one window to accommodate several sets of participants.	大多数视频会议系统可以显示多个窗口以容纳多组参与者。
Source: Cisco, 2011: www.cisco.com/c/en/us/products/collateral/collaboration-endpoints/telepresence-tx1300-series/data	来源Cisco,2011: www.cisco.com/c/en/us/products/collateral/collaboration-endpoints/telepresence-tx1300-series/data
_sheet_c78-712079.html. Courtesy of Cisco Systems, Inc.	_sheet_c78-712079.html. 由思科系统公司提供。
Organize the room to encourage participation.	组织会议室以鼓励参与。
If there is more than one person at the site, arrange the chairs so that they face the monitor and camera.	如果现场不止一个人，请安排椅子，使其面向监视器和摄像机。
Each person should be near a microphone.	每个人都应该靠近麦克风。
Before beginning the conference, check that each location has adequate audio and video as well as access to other relevant technology such as computer monitors.	在开始会议之前，请检查每个位置是否有足够的音频和视频，以及是否可以使用其他相关技术，如计算机显示器。
Finally, remember to introduce everyone in the room, even those off camera, to everyone participating in the conference.	最后，记得向所有参加会议的人介绍会议室里的每个人，甚至是那些不在镜头前的人。
Make eye contact with the camera.	与相机眼神交流。
Eye contact is an important element of establishing your professional persona.	眼神交流是建立职业形象的重要元素。
The physical setup of some videocon- ferencing systems means you will	一些视频会议系统的物理设置意味着你可能会

likely spend most of your time looking at your monitor and not directly into the camera.	花大部分时间看监视器而不是直接对着摄像机。
However, this might give your viewers the impression that you are avoiding eye contact.	然而，这可能会给你的观众一种你在避免眼神交流的印象。
Make a conscious effort peri- odically to look directly into the camera when speaking.Dress as you would for a face-to-face meeting.	说话时，要有意识地试着直视镜头。打扮得像面对面会议一样。
Wearing inappropriate clothing can distract participants and damage your credibility.Minimize distracting noises and movements.	穿着不合适的衣服会分散参与者的注意力，损害你的信誉。尽量减少分散注意力的噪音和动作。
Sensitive microphones can mag- nify the sound of shuffling papers, fingers tapping on tables, and whispering.	效果好的麦克风可以放大纸张打乱，手指敲击桌子和耳语的声音。
Likewise, depending on your position in the picture frame, excessive movements can be distracting.	同样，根据您在相框中的位置，过度的移动可能会分散注意力。
To watch a tutorial on using wikis for collaborative work,go to Ch. 4 > Additional Resources> Tutorials: macmillanhighered.com/launchpad /techcomm11e.	观看有关使用视频会议软件的教程转到第4章>附加资源 >教程：.com/launchpad /techcomm11e.
WIKIS AND SHARED DOCUMENT WORKSPACES	维基和共享文档
Ten years ago, people would collaborate on a document by using email to send it from one person to another.	十年前，人们通过电子邮件将文档从一个人发送到另一个人，从而在文档上进行合作。
One person would write or assemble the document and then send it to another person, who would revise it and send it along to the next person, and so forth.	一个人写或汇编文档，然后将其发送给另一个人，由另一个人修改并将其发送给下一个人，以此类推。
Although the process was effective, it was inefficient: only one person could work on the document at any given moment.	尽管这个过程是有效的，但它很 低效在任何给定的时刻只有一个人可以处理文档。
Today, two new technologies—wikis and shared document workspaces—make collaborat- ing on a document much simpler and more convenient.	今天，两项新技术维基和共享文档工作区使文档上的合作更加简单和方便。
	维基是一个基于网站的文档，授权用户可以编

A wiki is a web-based document that authorized users can write and edit.	写和编辑。
The best-known wiki is Wikipedia, an online encyclopedia that contains some four million articles written and edited by people around the world.	维基最著名的是维基百科，一个在线百科全书，它包含了大约400万篇由世界各地的人撰写和编辑的文章。
In the working world, people use software such as Jive and Socialtext to host wikis used for creating many kinds of documents, such as instructions, man- uals, lists of frequently asked questions, and policy documents.	在工作环境中，人们使用Jive和SocialText等软件托管用于创建多种文档（如指令、手册、常见问题列表和政策文档）的维基。
For instance, many organizations create their policies on using social media by setting up wikis and inviting employees to write and edit what others have written.	例如，许多组织通过建立维基和邀请员工编写和编辑其他人编写的内容来制定使用社交媒体的政策。
The concept is that a wiki draws on the expertise and insights of people through- out the organization and, sometimes, outside the organization.	维基的概念是，通过组织外部，有时甚至是组织外部，利用人们的专业知识和洞察力。
Figure 4.6 shows a portion of a wiki.	图4.6显示维基的一部分。
This portion of a screen from wikiHow shows an excerpt from article about how to add ananHP printer to a wireless network.	维基屏幕的这一部分显示了关于如何添加连接到无线网络的惠普打印机。
Users can click on the Edit tab or Edit buttons to edit the article and on the Discuss tab to post questions and answers.	用户可以单击"编辑"选项卡或"编辑"按钮编辑文章，也可以单击"讨论"选项卡发布问题和答案。
FIGURE 4.6 A Wiki	图4.6维基
From WikiHow of "How To Add an HP Printer to a Wireless Network."	从维基中了解"如何将惠普打印机添加到无线网络"。
Reprinted by permission of WikiHow.	经维基许可转载。
A shared document workspace makes it convenient for a team of users to edit a file, such as a Prezi or PowerPoint slide set or a Word document.	共享文档工作区使用户组可以方便地编辑文件， 例如prezi或powerpoint幻灯片集或word文档。
A shared document workspace such as Microsoft SharePoint or Google Drive	共享文档工作区（如Microsoft SharePoint或Google Drive）会存档每个工作组成员所做的

archives all the revisions made by each of the team members, so that the team can create a single document that incorporates selected revisions.	所有修订，以便工作组可以创建包含选定修订的单个文档。
Some shared document workspaces enable a user to download the docu- ment, revise it on his or her computer, and then upload it again.	一些共享文档工作区允许用户下载文档，在其计算机上进行修改，然后再次上载。
This feature is extremely convenient because the user does not need to be connected to the Internet to work on the document.	此功能非常方便，因为用户无需连接到网络即可处理文档。
VIRTUAL WORLDS	虚拟世界
Organizations are using virtual worlds, such as Second Life, to conduct meetings and conferences.	组织正在使用虚拟世界（如SecondLife）来举办会议。
Participants create avatars and visit different locations in the virtual world to view displays, watch product demonstra- tions, hold meetings, participate in job interviews, and talk with others.	参与者创建头像并访问虚拟世界中的不同位置，以查看显示、观看产品演示、举行会议、参加工作面试以及与他人交谈。
Many people think that entering a three-dimensional virtual world, in which you can talk with others through a headset connected to a computer, creates a more realistic experience than merely visiting a website, watching a video,or talking on the phone.	许多人认为，进入一个三维虚拟世界，你可以通过连接到电脑上的耳机与他人交谈，这创造了一种比仅仅访问网站、观看视频更真实的体验，或者打电话。
Companies such as IBM, Cisco, and Intel use virtual worlds such as Second Life and Open Sim for day-to-day activities and spe- cial events.	IBM、Cisco和Intel等公司使用SecondLife和OpenSIM等虚拟世界进行日常活动和特殊活动。
Holding a conference for 200 employees on Second Life saved IBM some $320,000 in transportation, food, and lodging expenses (Martin, 2012).	在SecondLife为200名员工召开会议，为IBM节省了32万美元的交通、食品和住宿费用（Martin，2012）。
Figure 4.7 shows how one company uses a virtual world to display a product.	图4.7显示了一家公司如何使用虚拟世界来显示产品。
To watch a tutorial on using collaboration software,go to Ch. 4 > Additional Resources> Tutorials: macmillanhighered.com/launchpad /techcomm11e.	要观看使用合作软件的教程，转到第4章>附加资源>教程：macmillanhighered.com /launchpad/techcomm11e。
FIGURE 4.7 A Virtual World	图4.7虚拟世界

Avatars of prospective customers are examining a model created by a design firm.	虚拟潜在用户正在测试一家设计公司创建的模型。
The avatars can walk around and view the model from any perspective.	虚拟用户可以四处走动，从任何角度看模型。
The design firm even has full-scale models ofhouses.	这家设计公司甚至有这全尺寸的房子模型。
Avatars can enter a house, examine the interior, and then sit down in a virtual room with the firm's representatives to discuss the design.	虚拟用户可以进入一个房子，检查内部，然后坐在一个虚拟的房间与公司的代表讨论设计。
The firm can change the design in real time in response to customers' questions and suggestions.	公司可以根据客户的问题和建议实时更改设计。
For more about maintaining a professional presence online, see Ch. 2, p. 33.	有关保持专业在线状态的更多信息，请参见第2章，第33页。
Although this section has discussed various collaboration tools as separate technologies, software companies are bundling programs in commercial products such as IBM Sametime, Adobe Creative Cloud, and Microsoft Lync, which are suites of voice, data, and video services.	尽管本节讨论了各种合作工具（如分离率技术），但软件公司正在商业产品（如IBM Sametime、Adobe Creative Cloud和Microsoft Lync）中捆绑程序，这些产品是语音、数据和视频服务的套件。
These services usually share four characteristics:r They are cloud based.	这些服务通常有四个特点： 它们是基于云端的。
That is, organizations lease the services and access them over the Internet.	也就是说，组织租用这些服务并通过互联网访问它们。
They do not have to acquire and maintain special hardware.	他们不必购买和维护特殊的硬件。
This model is sometimes called software as a service.	这种模式有时被称为"软件即服务"。
r They are integrated across desktop and mobile devices.	它们综合在桌面和移动设备上。

Because employees can access these services from their desktops or mobile devices, they are free to collaborate in real time even if they are not at their desks.	因为员工可以从台式机或移动设备访问这些服务，所以即使他们不在办公桌前，也可以自由地实时合作。
Some services provide presence awareness, the ability to determine a person's online status, availability, and geographic location.	一些服务提供，"状态感知"，即确定一个人的在线状态、可用性和地理位置的能力。
r They are customizable.	它们是定制的。
Organizations can choose whichever services they wish and then customize them to work effectively with the rest of the organization's electronic infrastructure, such as computer software and telephone systems.	组织可以选择他们想要的服务，然后定制它们，以便与组织的其他电子基础设施（如计算机软件和电话系统）有效地协同工作。
r They are secure.	它们是安全的。
Organizations store the software behind a firewall, providing security: only authorized employees have access to the services.	组织将软件存储在防火墙后面，提供安全：只有授权员工才能访问服务。
ETHICS NOTE	道德规范说明
MAINTAINING A PROFESSIONAL PRESENCE ONLINE	保持专业在线状态
According to a report from Cisco Systems (2010), half of the surveyed employees claim to rou- tinely ignore company guidelines that prohibit the use of social media for non-work-related activities during company time.	根据思科系统公司（Cisco Systems）（2010年）的一份报告，半数受访员工声称，他们严重忽视了公司禁止在公司期间将社交媒体用于与工作无关的活动的规定。
If you use your organization's social media at work, be sure to act professionally so that your actions reflect positively on you and your organization.	如果你在工作中使用组织的社交媒体，一定要表现得专业，这样你的行为才能对你和组织产生积极的影响。
Be aware of several important legal and ethical issues related to social media.	了解与社交媒体相关的几个重要法律和道德问题。
Although the law has not always kept pace with recent technological innovations, a few things are clear.	尽管这项法律并不总是与最近的技术革新保持同步，但有几点是清楚的。
You and your organization can be held liable if you make defamatory statements (statements that are untrue and damaging) about people or	如果您对个人或组织做出诽谤性陈述（不真实和有损害性的陈述），发布私人信息（如商业

organizations, publish private information (such as trade secrets) or something that publicly places an individual "in a false light," publish personnel information, harass others, or participate in criminal activity.	机密）或公开让个人"处于虚假状态"、发布个人信息、骚扰他人或参与犯罪活动，您和您的组织将承担责任。
In addition, follow these guidelines to avoid important ethical pitfalls:	此外，遵循这些准则，以避免出现重要的原则性错误：
Don't waste company times using social media for nobusiness purposes. You owe your employer diligence (hard work).	不要把公司的时间浪费在非商业用途的社交媒体上。你应该为你的员工付出努力。
Don't divulge secure information , such as a login and password that expose your organizationto to unauthorized access, and don't reveal information about products that have not yet been released.	不要泄露安全信息，如登录名和密码，使您的组织被未经授权的访问，也不要泄露有关尚未发布的产品的信息。
Don't divulge privateinformation about anyone. Private information relates to such issues as religion, politics, and sexual orientation.	不要泄露任何人的私人信息。私人信息涉及宗教、政治和性取向等问题。
Don't make racist or sexist comments or post pictures of people drinking.	不要制造种族歧视或性别歧视的评论，也不要张贴别人地醉照。
If your organization has a written policy on the use of social media, study it carefully. Ask questions if anything in it is unclear.If the policy is incomplete, work to make it complete.If there is no policy, work to create one. For an excellent discussion of legal and ethical aspects of using your organization's social media, see Kaupins and Park (2010).	如果你的组织有关于使用社交媒体的条文规定，请仔细研究。如果有什么不清楚的地方，可以提出问题。如果规定不完整，请努力使其完整。如果没有规定，请创建一个规定。有关使用组织社交媒体的合法性和规则方面的出色讨论，请参见Kaupins and Park（2010）。
Gender and Collaboration	性别与合作
4 .Effective collaboration involves two related challenges: maintaining the team as a productive, friendly working unit and accomplishing the task. Scholars of gender and collaboration see these two challenges as representing the feminine and the masculine perspectives.	4.有效的合作涉及两个相关的挑战：将团队维持为一个高效、友好的工作组，并完成任务。性别和合作的学者认为这两个挑战代表了女性和男性的观点。
This discussion should begin with a qualifier: in discussing gender, we are generalizing. The differences in behavior between two men or between two women are likely to be greater than the differences between men and women in general.	这个讨论应该从一个限定开始：在讨论性别时，我们是概括的。两个男人之间或两个女人之间的行为差异可能比一般男人和女人之间的差异更大。

The differences in how the genders communicate and work in teams have been traced to every culture's traditional family structure.	性别差异在团队沟通和工作方式上的不同，可以追溯到每一种文化的传统家庭结构。
Because women were traditionally the primary caregivers in American culture, they learned to value nurturing, connection, growth, and cooperation; because men were the primary breadwinners, they learned to value separateness, competition, debate, and even conflict (Karten, 2002).	由于美国文化传统上妇女是主要照料者，因此她们学会了重视培育，沟通，成长与合作。男人是主要的养家糊口的人，所以他们学会了独立，竞争，辩论甚至"冲突"（Karten, 2002）。
In collaborative teams, women appear to value consensus and relationships more than men do, to show more empathy, and to demonstrate superior listening skills. Women talk more about topics unrelated to the task (Duin, Jorn, & DeBower, 1991), but this talk is central to maintaining team coherence. Men appear to be more competitive than women and more likely to assume leadership roles. Scholars of gender recommend that all professionals strive to achieve an androgynous mix of the skills and aptitudes commonly associated with both women and men.	在团队合作中，女性似乎比男性更重视共识和人际关系，表现出更多的同理心并展示出卓越的聆听技巧。妇女更多地谈论与任务无关的话题（Duin，Jorn和DeBower，1991年），但是这种谈话对于保持团队的一致性至关重要。 男性似乎比女性更具竞争力，并且更有可能担任领导职务。性别学者建议，所有专业人员都应努力实现男女技能和才能的双性结合。
Culture and Collaboration	文化与合作
Most collaborative teams in industry and in the classroom include people from other cultures.	工业界和课堂上的大多数合作团队都包括来自其他文化的人。
The challenge for all team members is to understand the ways in which cultural differences can affect team behavior.	所有团队成员面临的挑战是理解文化差异影响团队行为的方式。
People from other cultures	来自其他文化的人
Might find it difficult to assert themselves in collaborative teams	可能会发现很难在合作团队中表达自己地观点。
Might be unwilling to respond with a definite "no"	可能不愿意用一个明确的"不"来回应。
Might be reluctant to admit when they are confused or to ask for clarification.	当他们感到困惑时可能不愿意承认或者请求解释。
Might avoid criticizing others	可以避免评价他人

Might avoid initiating new tasks or performing creatively.	可能会避免开展新任务或表现积极
Even the most benign gesture of friendship on the part of a U.S. student can cause confusion.	即使是美国学生最友好姿态也会引起困扰。
If a U.S. student casually asks a Japanese student about her major and the courses she is taking, the Japanese student might find the question too personal—yet she might consider it perfectly appropriate to talk about her family and her religious beliefs (Lustig & Koester, 2012).	如果一个美国学生随便问一个日本学生她的专业和课程，日本学生可能会觉得这个问题太隐私，但她可能认为谈论她的家庭和宗教信仰是完全合适的（Lustig&Koester，2012）。
Therefore, you should remain open to encounters with people from other cultures without jumping to conclusions about what their actions might or might not mean.	因此，你应该对来自其他文化的人保持开放的态度，而不必对他们的行为可能意味着什么或不意味着什么下结论。
For more about multicultural issues, see Ch. 5, p. 95.	有关多元文化问题的更多信息，请参见第5章，第95页。
WRITER'S CHECKLIST	作者核查表78
In managing your project, did you break it down into several smaller tasks if it was large?(p. 61)	在管理你的项目时，你 如果它很繁重，你有没有把它分成几个小任务。（第61页）
create a plan? (p. 61)	制定计划。（第61页）
create and maintain an accurate schedule? (p. 61)	创建并保证一个准确的时间表。（第61页）
put your decisions in writing? (p. 61)	把你的决定写下来。（第61页）
monitor progress? (p. 61)	监控进度。（第61页）
distribute and act on information quickly? (p. 61)	快速分发和处理信息。（第61页）
act flexibly regarding schedule and responsibilities?(p. 61)	灵活安排时间表和责任。（第61页）
At your first team meeting, did you define the team's task? (p. 62) choose a team leader? (p. 63)	在你的第一次团队会议上，（第63页） 你是否定义了团队的任务。（第62页） 选择组长。（第63页）

define tasks for each team member? (p. 63)	为每个团队成员确定任务。（第63页）
establish working procedures? (p. 63)	建立工作程序。（第63页）
establish a procedure for resolving conflict productively?(p. 63)	建立有效解决冲突的程序。（第63页）
create a style sheet? (p. 63)	创建样式表。（第63页）
establish a work schedule? (p. 63)	制定工作时间表。（第63页）
create evaluation materials? (p. 63)	创建评估材料。（第63页）
To help make meetings efficient, do you arrive on time? (p. 67)	为了提高会议效率，（第67页） 你是否准时到达。(p. 67)
stick to the agenda? (p. 67)	坚持议程。（第67页）
make sure that a team member records important decisions made at the meeting? (p. 67)	确保团队成员记录会议上做出的重要决定。（第67页）
make sure that the leader summarizes the team's accomplishments and that every member understands what his or her tasks are? (p. 67)To communicate diplomatically, do you listen carefully, without interrupting? (p. 68)	确保领导总结了团队的成就，并且每个成员都了解自己的任务是什么。（第67页）为了进行外交沟通， 你是否认真倾听 ，不打断别人。（第68页）
give everyone a chance to speak? (p. 68) avoid personal remarks and insults? (p. 68) [11] avoid overstating your position? (p. 68)	给大家一个发言的机会。（第68页） 避免个人言论和侮辱。（第68页）[11] 避免夸大你的地位。（第68页）
avoid getting emotionally attached to your own ideas?(p. 68)	避免对自己的想法情感化。（第68页）
ask pertinent questions? (p. 68)	问相关问题。（第68页）
pay attention to nonverbal communication? (p. 68)	注意非语言交流。（第68页）
In critiquing a team member's work, do you start with a positive comment? (p. 68) discuss the larger issues first? (p. 68)	在批评团队成员的工作时， 你是否从正面的评价开始 （第68页） 首先讨论更大的问题。（第68页）

talk about the document, not the writer? (p. 69)	谈谈文档，而不是作者（第69页）
use the comment, revision, and highlighting features of your word processor, if appropriate? (p. 71)	使用文字处理器的注释、修订和突出显示功能（如果合适）？（第71页）
When you participate in a videoconference, do you	当你参加视频会议时，你会
first practice using videoconferencing technology(p. 72)	使用视频会议技术的首次实践（第72页）
arrange for tech support at each site? (p. 72)	在每个地点安排技术支持（第72页）
organize the room to encourage participation? (p. 73)	组织会议室鼓励参与（第73页）
make eye contact with the camera? (p. 73)	与摄像机眼神交流（第73页）
dress as you would for a face-to-face meeting? (p. 73)	穿着得像面对面会议一样。（第73页）
minimize distracting noises and movements? (p. 73)	尽量减少分散注意力的噪音和动作。（第73页）
EXERCISES	专项练习 78
For more about memos, see Ch. 14, p. 372.	有关备忘录的更多信息，请参见第14章，第372页。
Experiment with the comment, revision, and highlighting features of your word processor.	尝试文字处理器的注释、修订和突出显示功能。
Using online help if necessary, learn how to make, revise, and delete comments; make, undo, and accept revisions; and add and delete highlights.	如有必要，使用联机帮助，学习如何制作、修改和删除批注；制作、撤消和接受修订；以及添加和删除突出显示。
Locate free videoconferencing software on the Internet.	在因特网上找到免费的视频会议软件。
Download the software, and install it on your computer at home.	下载软件，并在家中的计算机上安装。
Learn how to use the feature that lets you send attached files.	了解如何使用允许发送附加文件的功能。
Using a wiki site such as wikiHow.com, find a set of instructions on a	使用维基站点如wikiHow.com，查找一组您感

technical process that interests you.	兴趣的技术流程说明。
Exercises479	专项练习4.79
Study one of the revisions to the instructions, noting the types of changes made.	研究说明书的修订版之一，注意所做更改的类型。
Do the changes relate to the content of the instructions, to the use of graphics, or to the correctness of the writing?	这些变化是否与说明书的内容、图形的使用或书写的正确性有关。
Be prepared to share your findings with the class.	准备好与全班分享你的发现。
Sign up for a free account on Second Life.	在Second Life上注册一个免费帐户。
Choose an avatar, learn how to navigate on the site, and seewhether your university has any academic offerings on the grid.	选择一个头像，了解如何在网站上导航，然后查看您的大学是否有任何学术产品。
If not, learn how you and a few members of the class could use Second Life to meet and work as a team.	如果不是，请学习您和班上的一些成员如何利用Second Life聚会和团队合作。
TEAM EXERCISE If you are enrolled in a technical- communication course that calls for you to do a large collaborative project, such as a recommendation report or an oral presentation, meet with your team members.	团队练习如果你参加了一个技术交流课程，要求你做一个大型的合作项目，比如推荐报告或口头报告，那么就和你的团队成员见面。
Study the assignment for the project, and then fill out the work-schedule form.	研究项目的作业，然后填写工作进度表。
(You can download theform from macmillanhighered.com/launchpad/techcomm11e.)	你可以从此处下载 macmillanhighered.com /launchpad/techcomm11e.）
Be prepared to share your completed form with the class.	准备与全班分享您填写的表格。
You have probably had a lot of experience working in collaborative teams in previous courses or on the job.	在以前的课程中或在工作中，您可能在合作团队中有很多工作经验。
Brainstorm for five minutes, listing some of your best and worst experiences participating in collaborative teams.	头脑风暴五分钟，列出参加合作团队的一些最佳和最差的经验。
Choose one positive experience and one negative experience.	选择一种积极经历和一种消极经历。

Think about why the positive experience went well.	想想为什么积极的经历进展顺利。
Was there a technique that a team member used that accounted for the positive experience?	有没有一个团队成员使用的技巧可以解释这种积极的经历？
Think about why the negative experience went wrong.	想想为什么消极的经历会出错。
Was there a technique or action thataccounted for the negative experience?	有没有一种技巧或行动可以解释这种消极经历？
How might the negative experience have been prevented—or fixed?	如何预防或纠正消极经历？
Be prepared to share your responses with the class.	准备好与全班分享你的回答。
TEAM EXERCISE Your college or university wishes to update its website to include a section called "For Prospective International Students."	团队练习您的学院或大学希望更新其网站，以包含一个名为"面向潜在国际学生"的部分。
Along withmembers of your team, first determine whether your school already has information of particular interest to prospective international students.	与您的团队成员一起，首先确定您的学校是否已经拥有准国际学生特别感兴趣的信息。
If it does, write a memo to your instructor describing and evaluating the information.	如果是的话，给你的老师写一份备忘录来描述和评估这些信息。
Is it accurate?	准确吗？
Comprehensive?	全面吗？
Clear?	清楚吗？
Useful?	有用吗？
What kind of information should be added to the site to make it more effective?	为了提高网站的效率，应该在网站上添加什么样的信息？
If the school's site does not have this information, perform the following two tasks:t Plan.	如果学校网站没有此信息，请执行以下两项任务：计划。

What kind of information should this new section include?	这个新的部分应该包括什么样的信息？
Does some of this information already exist elsewhere on the Web, or does it all have to be created from scratch?	这些信息中的某些信息是否已经存在于网络上的其他位置，还是必须全部从头开始创建？
For example, can you create a link to an external site with information on how to obtain a student visa?	例如，您是否可以创建一个指向外部站点的链接，其中包含有关如何获得学生签证的信息？
Write an outline of the main topics that should be covered.Draft.	写出应涵盖的主要主题的大纲。稿件。
Write the following sections:	编写以下部分：
"Where to Live on or near Campus," "Social Activities on or near Campus," and "If English Is Not Your Native	"在校园内或附近居住"、"校园内或附近的社交活动"和"如果英语不是你的母语"
Language."	语言。"
What graphics could you include?	你会包括哪些图案？
Are they already available?	他们是否可用？
What other sites should you link to from these three sections?	从这三个部分中，您还可以链接到其他哪些网站？
In a memo, present your suggestions to your instructor.	在备忘录中，向你的老师提出你的建议。
For more practice with the concepts covered in Chapters 1-4, complete the LearningCurve activity "Understanding theTechnical Communication Environment" under "Additional Resources" in Ch. 4: macmillanhighered.com /launchpad/techcomm11e. CASE 4:	有关第1-4章所述概念的更多实践，请完成LearningCurve活动"了解 4: macmillanhighered.com/launchpad /techcomm11e.
Accommodating a Team Member's Scheduling Problems	适应团队成员的调度问题79 和
Your technical-communication instructor has organized you into groups of three in which you will collaborate on a series of projects throughout the semester.	你的技术交流老师把你分成三人一组，你将在整个学期中合作完成一系列的项目。
Before your first assignment is due, you learn that one team member must deal with a family emergency that will interfere with his ability to	在您的第一个任务截至之前，您了解到一个团队成员必须处理一个家庭紧急情况，这将影响

participate in the project for some time.	他在一段时间内参与项目的能力。
Now, you and your other teammate must devise a plan to proceed with the project.	现在，你和你的其他队友必须设定一个计划来继续这个项目。
You also decide to propose a classwide policy for communicating with teammates when problems arise.To get started on your assignment, go to "Cases" under "Additional Resources" in Ch. 4:macmillanhighered.com/launchpad/techcomm11e.	当出现问题时，你可以决定提出一个与队友沟通的万全之策。要开始项目，请转到第4章"附加资源"下的"案例"：macmillanhighered.com/launchpad/techcomm11e。

- **说明：**

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《图书资源》　　《维普优先出版论文全文数据库》　　《年鉴资源》　　《古籍文献资源》　　《IPUB原创作品》

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