

2019 考研英语五夜十篇现场版讲义（10 月 8 日）

第一篇：办公语言

第一段：

1. Even in traditional offices, “the lingua franca of corporate America has gotten much more emotional and much more right-brained than it was 20 years ago,” said Harvard Business School professor Nancy Koehn.

即使在传统的办公室里，“美国企业的语言也比 20 年前感性得多，右脑化得多”，哈佛商学院教授南希·柯恩说道。

2. She started spinning off examples.

写作句式：We can spin off a lot of examples to illustrate this point.

接着她给出了一些例子。

3. “If you and I parachuted back to Fortune 500 companies in 1990, we would see much less frequent use of terms like journey, mission, passion.

parachuted back: 回到

terms: 术语

假如我们穿越回到 1990 年的世界 500 强企业，我们会发现像‘旅程’、‘使命’、‘激情’这样的词语使用频率很低。

4. There were goals, there were strategies, there were objectives, but we didn’t talk about energy; we didn’t talk about passion.”

可能会用‘目标’、‘策略’、‘任务’，但却不会谈‘干劲’，也不谈‘激情’。

第二段：

1. Koehn pointed out that this new era of corporate vocabulary is very “team”-oriented—and not by coincidence.

The quality of life: 有质量的生活=生活的质量

The greatness of this system: 这个伟大的系统=整个系统的伟大

（翻译的时候根据语境来定翻为什么。）

柯恩指出新时代的企业话语极具“团队”导向性——且决非偶然。

2. “Let’s not forget sports—in male-dominated corporate America, it’s still a big deal. 3. It’s not explicitly conscious; it’s the idea that I’m a coach, and you’re my team, and we’re in this together.

male-dominated corporate America 以男性为主导的美国企业

“不要忘记体育运动——在男性主导的美国企业中，它依旧举足轻重。它不是显著的、有意识的，它是一种念头：我是教练，你们是我的队伍，我们同舟共济。

3. There are lots and lots of CEOs in very different companies, but most think of themselves as coaches and this is their team and they want to win.”

虽然有许多不同的企业，也有许许多多的高管，但他们大多数都把自己想成教练，这是他们的队伍，他们想赢。”

第三段：

1. These terms are also intended to infuse work with meaning—and, as Rakesh Khurana, another professor, points out, increase allegiance to the firm.

这些词汇的意图也在于赋予工作意义——同时，正如另外一位教授拉凯什·库拉纳所指出的那样：提高对企业的忠诚度。

2. “You have the importation of terminology that historically used to be associated with non-profit organizations and religious organizations: terms like vision, values, passion, and purpose”, said Khurana.

“你们看到历史上与非营利性组织以及宗教组织相关语汇的引入，比如‘愿景’、‘价值’、‘激情’以及‘宗旨’等，”库拉纳说。

第四段：

1. This new focus on personal fulfillment can help keep employees motivated amid increasingly loud debates over work-life balance.

关于平衡工作与生活的争论甚嚣尘上，鉴于此，这种对自我成就的新关注有助于激发员工的积极性。

2. The “mommy wars” of the 1990s are still going on today, prompting arguments about why women still can’t have it all and books like Sheryl Sandberg’s Lean In, whose title has become a buzzword in its own right.

20 世纪 90 年代的“妈咪战争”今天仍在继续，激起了为何女性不能拥有一切的讨论，还催生了谢丽尔·桑德博格的《向前一步》这类书籍。单是这本书的书名就成为了流行语。

3. Terms like unplug, offline, life-hack, bandwidth, and capacity are all about setting boundaries between the office and the home.

像“断电”、“离线”、“生存术”、“带宽”、“内存”这类词都是用来理清工作和家庭之间的界限。

4. But if your work is your “passion,” you’ll be more likely to devote yourself to it, even if that means going home for dinner and then working long after the kids are in bed.

但如果工作是你的“激情”，你会更有可能全身心投入，即使这意味着回家吃饭、孩子上床之后，再长时间地工作。

第五段：

1. But this seems to be the irony of office speak: Everyone makes fun of it, but managers love it, companies depend on it, and regular people willingly absorb it.

但这似乎是办公语言的讽刺之处：人人都嘲笑它，但经理钟爱它，公司依赖它，普通人也心甘情愿接受它。

2. As a linguist once said, “You can get people to think it’s nonsense at the same time that you buy into it.”

正如一位语言学家所说：“你能让别人觉得它是胡扯，同时你又全盘接受它。”

3. In a workplace that’s fundamentally indifferent to your life and its meaning, office speak can help you figure out how you relate to your work—and how your work defines who you are.

在一个对你的生活和生存意义基本漠不关心的工作场所，办公语言可以帮助你弄清与工作的关系——以及工作如何定义你。

31. According to Nancy Koehn, office language has become_____.

[A] more emotional
[B] more objective
[C] less energetic
[D] less strategic

32. “Team”-oriented corporate vocabulary is closely related to_____.

[A] historical incidents
[B] gender difference
[C] sports culture
[D] athletic executives

33. Khurana believes that the importation of terminology aims to_____.

[A] revive historical terms
[B] promote company image
[C] foster corporate cooperation
[D] strengthen employee loyalty

34. It can be inferred that Lean In_____.

[A] voices for working women
[B] appeals to passionate workaholics
[C] triggers debates among mommies
[D] praises motivated employees

35. Which of the following statements is true about office speak?

- [A] Managers admire it but avoid it.
- [B] Linguists believe it to be nonsense.
- [C] Companies find it to be fundamental.
- [D] Regular people mock it but accept it.



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| 第三篇 美国报业 | |
| 第一段: | |
| 1. Whatever happened to the death of newspapers? | 到底是什么引发了报业的衰亡? |
| 2. A year ago the end seemed near. | 一年前结束看似近在咫尺。 |
| 3. The recession threatened to remove the advertising and readers that had not already fled to the internet. | 衰退威胁着要移除那些还未逃往互联网的广告商和读者。 |
| 4. Newspapers like the San Francisco Chronicle were chronicling their own doom. America's Federal Trade Commission launched a round of talks about how to save newspapers. | 如《旧金山纪事》一样的报纸在记录着自己的凄惨命运。美国联邦贸易委员会开展了一系列如何挽救报业的讨论: |
| 5. Should they become charitable corporations? | 要不要把报社转成慈善机构? |
| 6. Should the state subsidize them? | 国家是否应给予补贴? |
| 7. It will hold another meeting soon. But the discussions now seem out of date. | 马上又要召开下一场会议了。但是这些讨论现在看起来已经太晚。 |
| 第二段: | |
| 1. In much of the world there is little sign of crisis. | 在世界上的很多地区, 没有什么危机的迹象。 |
| 2. German and Brazilian papers have shrugged off the recession. | 德国和巴西的报业就摆脱了衰退。 |
| 3. Even American newspapers, which inhabit the most troubled corner of the global industry, have not only survived but often returned to profit. | 甚至美国的——全球问题最严重的角落——报纸也不仅得以幸存, 而且通常都已恢复盈利。 |
| 4. Not the 20% profit margins that were routine a few years ago, but profit all the same. | 虽然还达不到前些年常见的 20% 利润率, 但总归还是盈利。 |
| 第三段: | |

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| 1. It has not been much fun. 一直以来情况并不乐观。 |
| 2. Many papers stayed afloat by pushing journalists overboard. 许多报纸都通过辞退记者维持下去。 |
| 3. The American Society of News Editors reckons that 13,500 newsroom jobs have gone since 2007. 据美国新闻编辑协会统计，自 2007 年以来全美新闻编辑职位减少了 13500 个。 |
| 4. Readers are paying more for slimmer products. 读者付费越来越高，但产品却愈加精简。 |
| 5. Some papers even had the nerve to refuse delivery to distant suburbs. 一些报社甚至有勇气，拒绝递送到边远地区。 |
| 6. Yet these desperate measures have proved the right ones and, sadly for many journalists, they can be pushed further. 然而这些极端措施已被证明是正确的；这对于许多记者来说很遗憾，他们将陷入更深的窘境。 |
| 第四段： |
| 1. Newspapers are becoming more balanced businesses, with a healthier mix of revenues from readers and advertisers. 随着广告和订阅的收入比例越来越合理，报业正发展得更加均衡。 |
| 2. American papers have long been highly unusual in their reliance on ads. 美国报业长期以来异常地高度依赖广告。 |
| 3. Fully 87% of their revenues came from advertising in 2008, according to the Organization for Economic Cooperation & Development (OECD). 根据经济合作与发展组织的数据，2008 年美国报业总收入的 87%都来自广告。 |
| 4. In Japan the proportion is 35%. Not surprisingly, Japanese newspapers are much more stable. 而在日本，这个比例只有 35%。毫无疑问，日本的报业更加稳定。 |
| 第五段： |
| 1. The whirlwind that swept through newsrooms harmed everybody, but much of the damage has been concentrated in areas where newspapers are least distinctive. 在这场席卷报业的危机中，每个人都是受害者，但受影响最大的还是最没有特色的报纸领域。 |

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| 2. Car and film reviewers have gone. 汽车和电影评论员们都已离开。 |
| 3. So have science and general business reporters. 科学和普通商业新闻报道记者们也不见踪影。 |
| 4. Foreign bureaus have been savagely cut off. Newspapers are less complete as a result. 驻外机构被野蛮裁撤。因此，报纸的内容不像以前那么全面。 |
| 5. But completeness is no longer a virtue in the newspaper business. 可在报业中，“全面”已不再是优点。 |

26. By saying “Newspapers like... their own doom” (Para.1), the author indicates that newspapers_____.
- [A] neglected the sign of crisis
[B] failed to get state subsidies
[C] were not charitable corporations
[D] were in a desperate situation
27. Some newspapers refused delivery to distant suburbs probably because_____.
- [A] readers threatened to pay less
[B] newspapers wanted to reduce costs
[C] journalists reported little about these areas
[D] subscribers complained about slimmer products
28. Compared with their American counterparts, Japanese newspapers are much more stable because they_____.
- [A] have more sources of revenue
[B] have more balanced newsrooms
[C] are less dependent on advertising
[D] are less affected by readership
29. What can be inferred from the last paragraph about the current newspaper business?
- [A] Distinctiveness is an essential feature of newspapers.
[B] Completeness is to blame for the failure of newspapers.
[C] Foreign bureaus play a crucial role in the newspaper business.

[D] Readers have lost their interest in car and film reviews.

30. The most appropriate title for this text would be_____.

[A] American Newspapers: Struggling for Survival

[B] American Newspapers: Gone with the Wind

[C] American Newspapers: A Thriving Business

[D] American Newspapers: A Hopeless Story



第四篇 手机使用

第一段:

1. With so much focus on children's use of screens, it's easy for parents to forget about their own screen use.

对孩子“玩屏幕”的关注如此之多，以至于家长很容易忽视自己的“屏幕使用”。

2. "Tech is designed to really suck on you in," says Jenny Radesky in her study of digital play, "and digital products are there to promote maximal engagement.

“技术的设计就是真的把你吸进去，”珍妮·拉德斯基在一项数字娱乐研究报告中如是说，“数码产品的存在就是要提升最大使用率。

3. It makes it hard to disengage, and leads to a lot of bleed-over into the family routine."

这让它难以割舍，并将许多问题带入家庭的日常生活中。”

第二段:

1. Radesky has studied the use of mobile phones and tablets at mealtimes by giving mother-child pairs a food-testing exercise.

通过让成对的母亲和孩子参与用餐实验，拉德斯基研究了用餐时间手机和平板电脑的使用情况。

2. She found that mothers who used devices during the exercise started 20 percent fewer verbal and 39 percent fewer nonverbal interactions with their children.

她发现，在实验中使用数字产品的母亲与孩子的语言交流减少了 20%，非言语沟通减少了 39%。

3. During a separate observation, she saw that phones became a source of tension in the family.

在一次独立观察中，她发现手机成为家庭关系紧张的来源。

4. Parents would be looking at their emails while the children would be making excited bids for their attention.

孩子们兴奋地争取家长的注意力之时，父母却在看邮件。

第三段:

1. Infants are wired to look at parents' faces to try to understand their world, and if those faces are blank and unresponsive—as they often are when absorbed in a device—it can be extremely disconcerting for the children.

婴儿天生就会通过注视父母的面孔来试图理解他们的世界。如果这些面孔空洞无物、缺少回应——就像沉浸电子产品时常常显现的那样，婴儿可能会极度不安。

2. Radesky cites the “still face experiment” devised by developmental psychologist Ed Tronick in the 1970s.

拉德斯基引用了 20 世纪 70 年代发展心理学家埃德·特洛尼克设计的“静止脸实验”。

3. In it, a mother is asked to interact with her child in a normal way before putting on a blank expression and not giving her any visual social feedback; the child becomes increasingly distressed as she tries to capture her mother’s attention.

实验中，母亲被要求先以正常方式和孩子交流，然后突然变得面无表情，不给予孩子任何视觉上的社交反馈；孩子试图引起母亲注意，逐渐变得越来越焦虑。

4. “Parents don’t have to be exquisitely parents at all times, but there needs to be a balance and parents need to be responsive and sensitive to a child’s verbal or nonverbal expressions of an emotional need,” says Radesky.

“父母无需无时无刻地做完美家长，但得有个平衡点。父母应对孩子情感需求的言语或非言语表达敏感，并有所反馈。”拉德斯基说。

第四段：

1. On the other hand, Tronick himself is concerned that the worries about kids’ use of screens are born out of an “oppressive ideology that demands that parents should always be interacting” with their children: “It’s based on a somewhat fantasized, very white, very upper-middle-class ideology that says if you’re failing to expose your child to 30,000 words you are neglecting them.”

另一方面，特洛尼克一直有这样的担心：对孩子过度使用电子产品的担忧源自于一种“父母必须随时和孩子交流的压迫性理念”。“这种观点基于一种有些幻想的、白人的、上层中产阶级的理念：如果没能让孩子接触 30000 个词，你就是在忽视孩子。”

2. Tronick believes that just because a child isn’t learning from the screen doesn’t mean there’s no value to it — particularly if it gives parents time to have a shower, do housework or simply have a break from their child.

特洛尼克认为，仅仅因为孩子不能从电子设备学到东西，不能说明电子设备毫无价值——尤其是它可以让父母有时间洗澡、做家务、或者只是摆脱孩子休息一会儿。

3. Parents, he says, can get a lot out of using their devices to speak to a friend or get some work out of the way.

他说，父母可以通过电子设备与朋友聊天，或者完成些工作。

4. This can make them feel happier, which lets them be more available to their child the rest of the time.

这会让他们感觉更开心，也能在剩下的时间里更好地陪伴孩子。

26. According to Jenny Radesky, digital products are designed to _____.
[A] simplify routine matters
[B] absorb users' attention
[C] better interpersonal relations
[D] increase work efficiency
27. Radesky's food-testing exercise shows that mothers' use of devices _____.
[A] takes away babies' appetite
[B] distracts children's attention
[C] slows down babies' verbal development
[D] reduces mother-child communication
28. Radesky cites the "still face experiment" to show that _____.
[A] it is easy for children to get used to blank expressions
[B] verbal expressions are unnecessary for emotional exchange
[C] children are insensitive to changes in their parents' mood
[D] parents need to respond to children's emotional needs
29. The oppressive ideology mentioned by Tronick requires parents to _____.
[A] protect kids from exposure to wild fantasies
[B] teach their kids at least 30,000 words a year
[C] ensure constant interaction with their children
[D] remain concerned about kids' use of screens
30. According to Tronick, kids' use of screens may _____.
[A] give their parents some free time
[B] make their parents more creative
[C] help them with their homework
[D] help them become more attentive

第五篇 人机竞赛

第一段:

1. The concept of man versus machine is at least as old as the industrial revolution, but this phenomenon tends to be most acutely felt during economic downturns and fragile recoveries.

人机对抗的概念至少可以追溯到工业革命时期，但在经济下滑、复苏无力的时期，人们往往更能强烈地感受这种现象。

2. And yet, it would be a mistake to think we are right now simply experiencing the painful side of a boom and bust cycle.

然而，以为我们只是正处于繁荣—萧条循环的痛苦阶段就错了。

3. Certain jobs have gone away for good, outmoded by machines.

某些岗位因为被机器淘汰，已经永久消失。

4. Since technology has such an insatiable appetite for eating up human jobs, this phenomenon will continue to restructure our economy in ways we cannot immediately foresee.

因为技术贪得无厌，不断吃掉人们的工作，所以此现象将会继续以无法预见的方式重塑我们的经济。

第二段:

1. When there is rapid improvement in the price and performance of technology, jobs that were once thought to be immune from automation suddenly become threatened.

随着技术成本和性能的快速提升，那些曾被认为可免受自动化技术影响的岗位也突然面临威胁。

2. This argument has attracted a lot of attention, via the success of the book *Race Against the Machine*, by Erik Brynjolfsson and Andrew McAfee, who both hail from MIT's Center for Digital Business.

来自麻省理工学院数字经济中心的埃里克·布莱恩约弗森和安德鲁·迈克菲合著的《与机器竞跑》一书获得成功，令这一论断吸引了众多关注。

第三段:

1. This is a powerful argument, and a scary one. And yet, John Hagel, author of *The Power of Pull* and other books, says Brynjolfsson and McAfee miss the reason why these jobs are so vulnerable to technology in the first place.

这是一个强有力的论断，同时又令人恐慌。然而《拉动力》的作者约翰·哈格尔则认为布莱恩约弗森和迈克菲忽视了这些岗位易受科技影响的首要原因。

第四段:

2. Hagel says we have designed jobs in the U.S. that tend to be "tightly scripted"

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| <p>and “highly standardized” ones that leave no room for “individual initiative or creativity”.</p> <p>哈格尔说，在美国，我们把岗位设计成“模式化”和“高度标准化”，没有给“自主性和创新性”留任何空间。</p> |
| <p>3. In short, these are the types of jobs that machines can perform much better at than human beings.</p> <p>简而言之，这些正是机器会比人擅长的岗位。</p> |
| <p>4. That is how we have put a giant target sign on the backs of American workers, Hagel says.</p> <p>哈格尔说，我们就是这样把一个巨大的靶子放在了美国工人身上。</p> |
| <p>第五段：</p> |
| <p>1. It's time to reinvent the formula for how work is conducted, since we are still relying on a very 20th century notion of work, Hagel says.</p> <p>哈格尔认为，已经到了彻底再造工作方式的时候了，虑及我们仍依赖一个20世纪的工作理念。</p> |
| <p>2. In our rapidly changing economy, we more than ever need people in the workplace who can take initiative and exercise their imagination “to respond to unexpected events.”</p> <p>在经济形式瞬息万变的今天，我们比以往更需要那些在工作中能发挥主动性并想象力“应对突发情况”的人。</p> |
| <p>3. That is not something machines are good at.</p> <p>这不是机器擅长的事。</p> |
| <p>4. They are designed to perform very predictable activities.</p> <p>它们被设计来执行完全可预测的活动。</p> |
| <p>第六段：</p> |
| <p>1. As Hagel notes, Brynjolfsson and McAfee indeed touched on this point in their book.</p> <p>哈格尔还指出，布莱恩约弗森和迈克菲在书中也确实提及了这一点。</p> |
| <p>2. We need to reframe race against the machine as race with the machine.</p> <p>我们需要把“与机器竞跑”转换成“和机器一起赛跑”。</p> |
| <p>3. In other words, we need to look at the ways in which machines can augment human labor rather than replace it.</p> <p>换言之，我们得寻找让机器扩展而不是取代人类劳动的方式。</p> |
| <p>4. So then the problem is not really about technology, but rather, “how do we innovate our institutions and our work practices?”</p> <p>由此可见，问题实际上并不在技术，而是“该如何创新我们的工作惯例和</p> |

机构”。

31. According to the first paragraph, economic downturns would _____.
[A] ease the competition of man vs. machine
[B] highlight machines threat to human jobs
[C] provoke a painful technological revolution
[D] outmode our current economic structure
32. The authors of *Race Against the Machine* argue that _____.
[A] technology is diminishing man's job opportunities
[B] automation is accelerating technological development
[C] certain jobs will remain intact after automation
[D] man will finally win the race against machine
33. Hagel argues that jobs in the U.S. are often _____.
[A] performed by innovative minds
[B] scripted with an individual style
[C] standardized without a clear target
[D] designed against human creativity
34. According to the last paragraph, Brynjolfsson and McAfee discussed _____.
[A] the predictability of machine behavior in practice
[B] the formula for how work is conducted efficiently
[C] the ways machines replace human labor in modern times
[D] the necessity of human involvement in the workplace
35. Which of the following could be the most appropriate title for the text?
[A] How to Innovate Our Work Practices?
[B] Machines will Replace Human Labor
[C] Can We Win the Race Against Machines?
[D] Economic Downturns Stimulate Innovations