

2021 年全国硕士研究生入学统一考试  
管理类专业学位联考英语试题  
英语（二）

**Section I Use of English**

**Directions:**

Read the following passage. For each numbered blank there are four choices marked A, B, C and D. Choose the best one and mark your answers on **ANSWER SHEET**. (10 points)

It's not difficult to set targets for staff. It is much harder,1 to understand their negative consequences. Most word-related behaviors have multiple components.2 one and others become distorted.

Travel on a London bus and you'll3 see how this works with drivers. Watch people get on and show their tickets. Are there inspectors to4 that people have paid? Possibly, but very few. And People who run for the bus? They are5. How about jumping lights? Buses do so almost as frequently as cyclists.

Why? Because the target is6. People complained that buses were late and infrequent.7, the number of buses and bus lanes were increased, and drivers were8 or punished according to the time they took. And drivers hit their targets. But they9 hit cyclists. If the Target was changed to10, you would have more inspectors and more sensitive pricing. If the criterion changed to safety, you would get more11 drivers who obeyed traffic laws. But both these criteria would beat the expense of time.

There is another12: people become immensely inventive in hitting targets. Have you13 that you can leave on a flight an hour late but still arrive on time? Tailwinds? Of course not! Airlines have simply changed the time a14 is meant to take. A one-hour flight is now billed as a two-hour flight.

The15 of the story is simple. Most jobs are multidimensional, with multiple criteria. Choose one criterion and you may well16 others. Everything can be done

faster and made cheaper, but there is a 17.Setting targets can and does have unforeseen negative consequences.

This is not an argument against target-setting. But it is an argument for exploring consequences first. All good targets should have multiple criteria 18 critical factors such as time, money, quality and customer feedback. The trick is not to 19 just one or even two dimensions of the objective, but also to understand how to help people better 20 the objective.

- |                    |                |                   |                |
|--------------------|----------------|-------------------|----------------|
| 1. A.however       | B. again       | C. moreover       | D. therefore   |
| 2. A.Identify      | B. Assess      | C. Explain        | D. Emphasize   |
| 3. A.curiously     | B. eagerly     | C. quickly        | D. nearly      |
| 4. A.prove         | B. check       | C. recall         | D. claim       |
| 5. A.threatened    | B. mocked      | C. blamed         | D. ignored     |
| 6. A.hospitality   | B. competition | C. innovation     | D. punctuality |
| 7. A.So            | B. Besides     | C. Still          | D. Yet         |
| 8. A.trained       | B. rewarded    | C. grouped        | D. hired       |
| 9. A.rather        | B. once        | C. also           | D. only        |
| 10. A.revenue      | B. efficiency  | C. security       | D. comfort     |
| 11. A. quiet       | B. cautious    | C. diligent       | D. friendly    |
| 12. A.problem      | B. prejudice   | C. policy         | D. purpose     |
| 13. A. revealed    | B. admitted    | C. noticed        | D. reported    |
| 14. A. trip        | B. departure   | C. transfer       | D. break       |
| 15. A. background  | B. style       | C. form           | D. moral       |
| 16. A. criticize   | B. sacrifice   | C. tolerate       | D. interpret   |
| 17. A. secret      | B. product     | C. cost           | D. task        |
| 18. A. calling for | B. leading to  | C. accounting for | D. relating to |
| 19. A predict      | B. restore     | C. create         | D. specify     |
| 20. A. review      | B. present     | C. achieve        | D. modify      |

## Section II Reading Comprehension

### Part A

**Directions:**

Read the following four texts. Answer the questions after each text by choosing A, B, C or D. Mark your answers on the **ANSWER SHEET**. (40 points)

**Text 1**

“Reskilling” is something that sounds like a buzzword but is actually a requirement if we plan to have a future in which a lot of would-be workers do not get left behind. We know we are moving into a period where the jobs in demand will change rapidly, as will the requirements of the jobs that remain. Research by the World Economic Forum finds that on average 42 percent of the “core skills” within job roles will change by 2022. That is a very short timeline.

The question of who should pay for reskilling is a thorny one. For individual companies, the temptation is always to let go of workers whose skills are no longer in demand and replace them with those whose skills are. That does not always happen. AT&T is often given as the gold standard of a company that decided to do a massive reskilling program rather than go with a fire-and-hire strategy. Other companies had also pledged to create their own plans. When the skills mismatch is in the broader economy, though, the focus usually turns to government to handle. Efforts in Canada and elsewhere have been arguably languid at best, and have given us a situation where we frequently hear of employers begging for workers, even at times and in regions where unemployment is high.

With the pandemic, unemployment is very high indeed. In February, at 3.5 percent and 5.5 percent respectively, unemployment rates in Canada and United States were at generational lows and worker shortages were everywhere. As of May, those rates had spiked up to 13.3 percent and 13.7 percent, and although many worker shortages had disappeared, not all had done so. In the medical field, to take an obvious example, the pandemic meant that there were still clear shortages of doctors, nurses and other medical personnel.

Of course, it is not like you can take an unemployed waiter and train him to be a doctor in a few weeks. But even if you cannot close that gap, maybe you can close

others, and doing so would be to the benefit of all concerned. That seems to be the case in Sweden: When forced to furlough 90 percent of their cabin staff, Scandinavian Airlines decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff. The effort was a collective one and involved other companies as well as a Swedish university.

21. Research by the World Economic Forum suggests\_\_\_\_\_.

- A. an urgent demand for new job skills
- B. an increase in full-time employment
- C.. a steady growth of job opportunities
- D. a controversy about the "core skills"

22. AT&T is cited to show\_\_\_\_\_.

- A.the characteristics of reskilling programs
- B.the importance of staff appraisal standards
- C.an immediate need for government support
- D. an alternative to the fire and-hire strategy

23. Efforts to resolve the skills mismatch in Canada\_\_\_\_\_.

- A.have driven up labour costs
- B.have proved to be inconsistent
- C. have appeared to be insufficient
- D. have met with fierce opposition

24. We can learn from Paragraph 3 that there was\_\_\_\_\_.

- A. a call for policy adjustment
- B.a lack of medical workers
- C.a change in hiring practices
- D.a sign of economic recovery

25. Scandinavian Airlines decided to\_\_\_\_\_.

- A. prepare their laid-off workers for other jobs
- B.create job vacancies for the unemployed
- C.retrain their cabin staff for better services
- D.finance their staff's college education

## Text 2

With the global population predicted to hit close to 10 billion by 2050, and forecasts that agricultural production in some regions will need to nearly double to keep pace, food security is increasingly making headlines. In the UK, it has become a big talking point recently too, for a rather particular reason: Brexit.

Brexit is seen by some as an opportunity to reverse a recent trend towards the UK importing food. The country produces only about 60 percent of the food it eats, down from almost three-quarters in the late 1980s. A move back to self-sufficiency, the argument goes, would boost the farming industry, political sovereignty and even the nation's health. Sounds great -but how feasible is this vision?

According to a report on UK food production from the University of Leeds, UK, 85 percent of the country's total land area is associated with meat and dairy production. That supplies 80 percent of what is consumed, so even covering the whole country in livestock farms wouldn't allow us to cover all our meat and dairy needs.

There are many caveats to those figures, but they are still grave. To become much more self-sufficient, the UK would need to drastically reduce its consumption of animal foods, and probably also farm more intensively-meaning fewer green fields, and more factory-style production.

But switching to a mainly plant-based diet wouldn't help. There is a good reason why the UK is dominated by animal husbandry: most of its terrain doesn't have the right soil or climate to grow crops on a commercial basis. Just 25 percent of the country's land is suitable for crop-growing, most of which is already occupied by arable fields. Even if we converted all the suitable land to fields of fruit and veg -which would involve taking out all the nature reserves and removing thousands of people from their homes-we would achieve only a 30 percent boost in crop production.

Just 23 percent of the fruit and vegetables consumed in the UK are currently home-grown, so even with the most extreme measures we could meet only 30 percent of our fresh produce needs. That is before we look for the space to grow the grains, sugars, seeds and oils that provide us with the vast bulk of our current calorie intake.

26. Some people argue that food self-sufficiency in the UK would\_\_\_\_\_.

- A.be hindered by its population growth
- B.become a priority of the government
- C.pose a challenge to its farming industry
- D.contribute to the nation's well-being

27. The report by the University of Leeds shows that in the UK\_\_\_\_\_.

- A. most land is used for meat and dairy production
- B.factory-style production needs reforming
- C.more green fields will be converted for farming
- D.farmland has been efficiently utilized

28. Crop-growing in the UK is restricted due to\_\_\_\_\_.

- A. its natural conditions
- B. its dietary tradition
- C.its commercial interests
- D. its farming technology

29. It can be learned from the last paragraph that British people\_\_\_\_\_.

- A.are trying to grow new varieties of grains
- B.are seeking effective ways to cut calorie intake
- C. rely largely on imports for fresh produce
- D. enjoy a steady rise in fruit consumption

30. The author 's attitude to food self-sufficiency in the UK is\_\_\_\_\_.

- A.defensive
- B.tolerant
- C.optimistic
- D.doubtful

### Text 3

When Microsoft bought task management app Wunderlist and mobile calendar Sunrise in 2015, it picked two newcomers that were attracting considerable buzz in Silicon Valley. Microsoft's own Office dominates the market for “productivity” software,

but the start-ups represented a new wave of technology designed from the ground up for the smartphone world.

Both apps, however, were later scrapped after Microsoft said it had used their best features in its own products. Their teams of engineers stayed on, making them two of the many “acqui-hires” that the biggest companies have used to feed their insatiable hunger for tech talent.

To Microsoft's critics, the fates of Wunderlist and Sunrise are examples of a remorseless drive by Big Tech to chew up any innovative companies that lie in their path. “They bought the seedlings and closed them down,” complained Paul Arnold, a partner at San Francisco-based Switch Ventures, putting paid to businesses that might one day turn into competitors. Microsoft declined to comment.

Like other start-up investors, Mr Arnold's own business often depends on selling start-ups to larger tech companies, though he admits to mixed feelings about the result: “I think these things are good for me, if I put my selfish hat on. But are they good for the American economy? I don't know.”

The US Federal Trade Commission says it wants to find the answer to that question. This week, it asked the five most valuable US tech companies for information about their many small acquisitions over the past decade. Although only a research project at this stage, the request has raised the prospect of regulators wading into early-stage tech markets that until now have been beyond their reach.

Given their combined market value of more than \$5.5 trillion, rifling through such small deals -many of them much less prominent than Wunderlist and Sunrise -might seem beside the point. Between them, the five biggest tech companies have spent an average of only \$3.4 billion a year on sub-\$1 billion acquisitions over the past five years -a drop in the ocean compared with their massive financial reserves, and the more than \$130 billion of venture capital that was invested in the US last year.

However, critics say the big companies use such deals to buy their most threatening potential competitors before their businesses have a chance to gain momentum, in some cases as part of a “buy and kill” tactic to simply close them down.

31.What is true about Wunderlist and Sunrise after their acquisitions? \_\_\_\_\_

- A. Their market values declined.
- B.Their engineers were retained.
- C.Their tech features improved.
- D.Their products were re-priced

32. Microsoft's critics believe that the big tech companies tend to\_\_\_\_\_.

- A.exaggerate their product quality
- B.treat new tech talent unfairly
- C. eliminate their potential competitors
- D. ignore public opinions

33. Paul Arnold is concerned that small acquisitions might\_\_\_\_\_.

- A.weaken big tech companies
- B.worsen market competition
- C.discourage start-up investors
- D. harm the national economy

34. The US Federal Trade Commission intends to\_\_\_\_\_.

- A.supervise start-ups' operations
- B.encourage research collaboration
- C.limit Big Tech's expansion
- D. examine small acquisitions

35. For the five biggest tech companies, their small acquisitions have\_\_\_\_\_.

- A. raised few management challenges
- B. brought little financial pressure
- C.set an example for future deals
- D.generated considerable profits

#### Text 4

We 're fairly good at judging people based on first impressions, thin slices of experience ranging from a glimpse of a photo to a five-minute interaction, and deliberation can be not only extraneous but intrusive. In one study of the ability she dubbed“thin slicing”,the late psychologist Nalini Ambady asked participants to watch

silent 10-second video clips of professors and to rate the instructor's overall effectiveness. Their ratings correlated strongly with students' end-of-semester ratings. Another set of participants had to count backward from 1,000 by nines as they watched the clips, occupying their conscious working memory. Their ratings were just as accurate, demonstrating the intuitive nature of the social processing.

Critically, another group was asked to spend a minute writing down reasons for their judgment before giving the rating. Accuracy dropped dramatically. Ambady suspected that deliberation focused them on vivid but misleading cues, such as certain gestures or utterances, rather than letting the complex interplay of subtle signals form a holistic impression. She found similar interference when participants watched 15-second clips of pairs of people and judged whether they were strangers, friends, or dating partners.

Other research shows we're better at detecting deception from thin slices when we rely on intuition instead of reflection. "It's as if you're driving a stick shift", says Judith Hall, a psychologist at Northeastern University, "and if you start thinking about it too much, you can't remember what you're doing. But if you go on automatic pilot, you're fine. Much of our social life is like that."

Thinking too much can also harm our ability to form preferences. College students' ratings of strawberry jams and college courses aligned better with experts' opinions when the students weren't asked to analyze their rationale. And people made car-buying decisions that were both objectively better and more personally satisfying when asked to focus on their feelings rather than on details, but only if the decision was complex—when they had a lot of information to process.

Intuition's special powers are unleashed only in certain circumstances. In one study, participants completed a battery of eight tasks, including four that tapped reflective thinking (discerning rules, comprehending vocabulary) and four that tapped intuition and creativity (generating new products or figures of speech). Then they rated the degree to which they had used intuition ("gut feelings", "hunches", "my heart"). Use of their gut hurt their performance on the first four tasks, as expected, and helped them on the rest. Sometimes the heart is smarter than the head.

36. Nali Ambady's study deals with \_\_\_\_\_.

- A.instructor-student interaction
- B.the power of people 's memory
- C.the reliability of first impressions
- D.people 's ability to influence others

37. In Ambady's study, rating accuracy dropped when participants \_\_\_\_\_.

- A. gave the rating in limited time
- B. focused on specific details
- C.watched shorter video clips
- D.discussed with one another

38. Judith Hall mentions driving to show that\_\_\_\_\_.

- A. memory may be selective
- B. reflection can be distracting
- C.social skills must be cultivated
- D.deception is difficult to detect

39. When you are making complex decisions, it is advisable to\_\_\_\_\_.

- A. follow your feelings
- B .list your preferences
- C.seek expert advice
- D.collect enough data

40. What can we learn from the last paragraph? \_\_\_\_\_

- A. Intuition may affect reflective tasks
- B. Generating new products takes time
- C.Vocabulary comprehension needs creativity
- D. Objective thinking may boost inventiveness

## Part B

### **Directions:**

Read the following text and answer the questions by choosing the most suitable sub heading from the list A-G for each of the numbered paragraphs (41-45). There are two extra subheadings which you do not need to use. Mark your answers on the **ANSWER SHEET.** (10 points)

- A.Stay calm.
- B.Stay humble.
- C.Decide whether to wait.
- D.Be realistic about the risks.
- E.Don't make judgments.
- F.Identify a shared goal.
- G.Ask permission to disagree.

### **How to Disagree with Someone More Powerful Than You**

Your boss proposes a new initiative you think won't work. Your senior colleague outlines a project time line you believe is unrealistic. What do you say when you disagree with someone who has more power than you do? How do you decide whether it's worth speaking up? And if you do, what exactly should you say? Here's how to disagree with someone more powerful than you.

41. \_\_\_\_\_

You may decide it's best to hold off on voicing your opinion. Maybe you haven't finished thinking the problem through, or you want to get a clearer sense of what the group thinks. If you think other people are going to disagree, too, you might want to gather your army first. People can contribute experience or information to your thinking-all the things that would make the disagreement stronger or more valid. It's also a good idea to delay the conversation if you're in a meeting or other public space. Discussing the issue in private will make the powerful person feel less threatened.

42. \_\_\_\_\_

Before you share your thoughts think about what the powerful person cares about - it may be the credibility of their team or getting a project done on time. You 're more likely to be heard if you can connect your disagreement to a higher purpose. State it overtly, contextualizing your statements so that you 're seen not as a disagreeable subordinate but as a colleague who's trying to advance a common objective. The discussion will then become more like a chess game than a boxing match.

43. \_\_\_\_\_

This step may sound overly deferential, but it's a smart way to give the powerful person psychological safety and control. You can say something like, “I know we seem to be moving toward a first-quarter commitment here. I have reasons to think that won 't work. I'd like to lay out my reasoning. Would that be OK?” This gives the person a choice. allowing him to verbally opt in. And,assuming he says yes, it will make you feel more confident about voicing your disagreement.

44. \_\_\_\_\_

You might feel your heart racing or your face turning red, but do whatever you can to remain neutral in both your words and actions. When your body language communicates reluctance or anxiety, it undercuts the message. It sends a mixed message, and your counterpart gets to choose what signals to read. Deep breaths can help, as can speaking more slowly and deliberately. When we feel panicky, we tend to talk louder and faster. Simply slowing the pace and talking in an even tone helps the other person cool down and does the same for you. It also makes you seem confident, even if you aren 't.

45. \_\_\_\_\_

Emphasize that you 're only offering your opinion, not gospel truth. It may be well-informed ,well-researched opinion, but it 's still an opinion, so talk tentatively and slightly underestimate your confidence. Instead of saying,“If we set an end-of-quarter deadline,we'll never make it,” say, “This is just my opinion, but I don 't see how we will make that deadline.” Having asserted your position (as a position,not as a fact), demonstrate equal curiosity about other views. Remind the person that this is your point for view, and then invite critique. Be open to hearing other opinions.

### Section III Translation

#### 46. Directions:

Translate the following text into Chinese. Write your translation on the ANSWER SHEET. (15 points)

We tend to think that friends and family members are our biggest source of connection, laughter and warmth. While that may well be true, researchers have also recently found that interacting with strangers actually brings a boost in mood and feelings of belonging that we didn't expect.

In one series of studies, researchers instructed Chicago-area commuters using public transportation to strike up a conversation with someone near them. On average, participants who followed this instruction felt better than those who had been told to stand or sit in silence. The researchers also argued that when we shy away from casual interactions with strangers, it is often due to a misplaced anxiety that they might not want to talk to us.

Much of the time, however, this belief is false. As it turns out, many people are actually perfectly willing to talk and may even be flattered to receive your attention.

### Section IV Writing

#### Part A

#### 47. Directions:

Suppose you are organizing an online meeting. Write an email to Jack, an international student, to

- 1) invite him to participate, and
- 2) tell him the details.

You should write about 100 words on the ANSWER SHEET. Do not use your own name. Use "Li Ming" instead. (10 points)

#### Part B

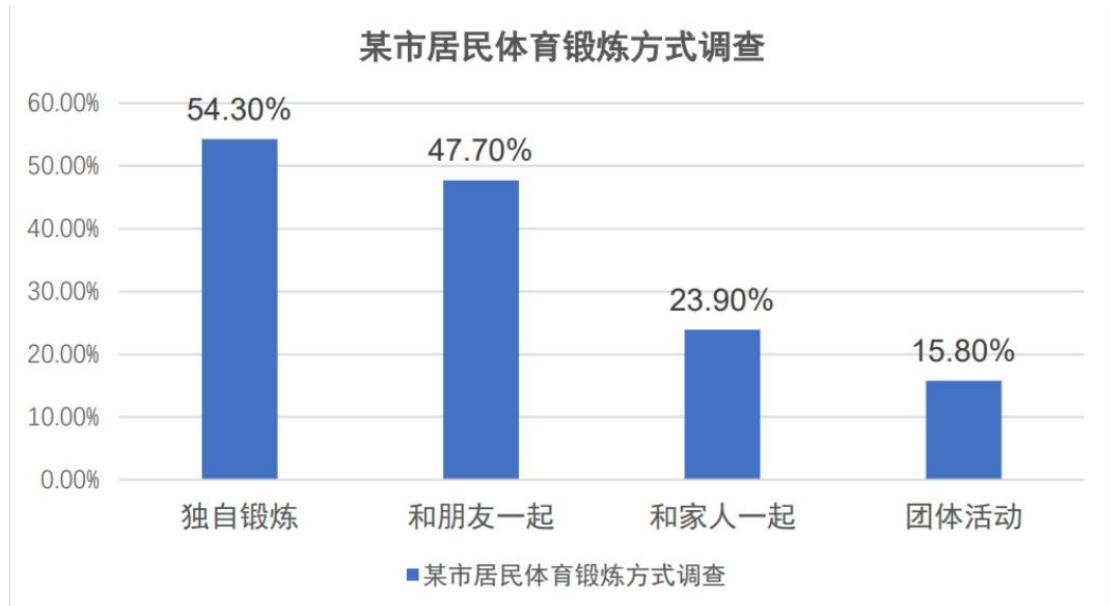
#### 48. Directions:

Write an essay based on the chart below. In your writing, you should

1) interpret the chart, and

2) give your comments.

You should write about 150 words on the ANSWER SHEET. (15 points)



## 答案解析

### Section I Use of English

#### 1. 【答案】A however

【解析】此题考查上下句逻辑关系，前句说为工作人员设定目标不难，正向情感色彩，后句说，理解其负面后果是更难的，负向情感，表转折，选 however。B 项 again 表示再一次；C 项 moreover，除此之外，表示并列关系，不符合此处句意；同理 D 项 therefore 表示所以，因果关系，不符合句意。

#### 2.D Emphasize

【解析】上句说大部分行为有多种组成因素，此处选 emphasize 表示强调其中一个因素，另一个也会受到影响。A 项 Identify 一般与 from 连用表示把……和……区分开来；B 项 assess 表示评估；C 项 explain 表示解释，代入原句不符合后文的意思。

#### 3.C quickly

【解析】在伦敦巴士旅行你就会很快地看出这个道理是怎样在司机身上奏效的。A 项 curiously 好奇地；B 项 eagerly 急切地；D 项 nearly 几乎，这几项的意义在此处没有体现。

#### 4.B check

【解析】车上有检查员检查每个人的付费情况吗？check 检查。A 项 prove 证明；C 项 recall 回想起；D 项 claim 声称，没有检查之含义，故不选。

#### 5.D ignored

【解析】前文说，几乎没有检查员检查每个人有没有付钱。后面的本句也是负向情感，这个运营汽车的人也被无视了，选项中只有 ignore 也表示没有的含义。A 项 threatened 受威胁；B 项 mocked 受嘲笑；C 项 blamed 受责备，这些含义均没有体现。

#### 6.D punctuality

【解析】后一句说人们抱怨的是汽车迟发以及少发的问题，对应前一句，目标是守时。A 项 hospitality 好客；B 项 competition 完成；C 项 innovation 创新，在此处不符合上下文语境。

#### 7.A So

**【解析】**前一句说公交经常迟到，后一句讲公交车道增多，后一句讲的是前一句造成的结果，表示因果关系，经常迟到所以增加车道，所以选择 so。B 项 Besides 的意思是除此之外，表示并列；Still 仍然；Yet 表示转折，均不符合原文逻辑关系，故不选。

#### 8.B rewarded

**【解析】**根据他们的时间，公交司机被奖励或者惩罚。A 项 trained 培训；C 项 grouped 组队，聚集；D 项 hired 雇佣，在此不能对应并列的惩罚一词。

#### 9.C also

**【解析】**司机达成了目标，也撞到了骑自行车的人。本句与上一句结构对应，选择了表示并列的 also。A 项 rather 表示相当；once 表示一旦；only 表示仅仅，不符合此处的逻辑关系。

#### 10.A revenue

**【解析】**后一句说你会看到更多的检察人员和敏感的定价，对应前面的目标是收费，即 revenue。B 项 efficiency 表示效率效益；C 项 security 表示安全性；D 项 comfort 表示安慰；不符合上下句语境。

#### 11.B cautious

**【解析】**本句说如果标准变成了安全性，你就会看到更多遵守交通秩序的谨慎的司机。选择 cautious。A 项 quiet 表示安静的；C 项 diligent 表示勤奋的；D 项 friendly 表示友好的；不符合上句强调安全性的语境。

#### 12.A problem

**【解析】**还有另一个问题：人们在实现目标方面特别有创造性。B 项 prejudice 表示偏见；policy 表示政策；purpose 表示目的；代入原句没有上下文的线索暗示。

#### 13.C noticed

**【解析】**你曾经注意到飞机晚飞 1 小时但是按时到达吗？选择 notice。A 项 revealed 表示揭示；admitted 表示承认；reported 表示报道，这里是提醒询问的意思，其余三个选项不符合文意。

#### 14.A trip

【解析】航班飞得快是因为顺风吗？当然不是，航空公司改变了旅行本来的时间，一个一小时的航班现在变成了两小时。B 项 departure 离开；C 项 transfer 转移；D 项 break 休息；不能对应航程、旅程的意思，故不选。

#### 15.D moral

【解析】这件事的准则很简单，许多工作是多元的，有多重评判标准。选 moral.A 项 background 背景，style 风格；form 形式，没有上下文线索对应这些选项。

#### 16.B sacrifice

【解析】选择其中一种标准就会忽略另一个标准，这里 sacrifice 本意牺牲，即不去选择，忽略的意思。A 项 criticize 批评、批判；C 项 tolerate 容忍；interpret 解释解说，不符合文意。

#### 17.C cost

【解析】所有的事情都可以更快，以更低的价格解决，但是是有代价的，对应后一句话设定目标会产生不可预见的负面后果。A 项 secret 表示秘密；B 项 product 产物；D 项 task 任务；在此均不如 cost 符合文意。

#### 18.D relating to

【解析】所有的好目标都有多种标准，与时间、金钱、质量和客户反馈等因素相关。A 项 call for 呼吁；B 项 lead to 导致；C 项 account for 解释，均没有“与……相关”或者“涉及到”的意思，故不选。

#### 19.D specify

【解析】这个技巧不仅是去明确目标的一个或者两个维度，也是为了怎样能帮助大家更好地实现目标，19 题选择 specify 明确。A 项 predict 预测；B 项 restore 恢复；C 项 create 创造，在文中没有体现这些含义。

#### 20.C achieve

【解析】这个技巧不仅是去明确目标的一个或者两个维度，也是为了怎样能帮助大家更好地实现目标。20 题选择 achieve 完成目标。A 项 review 有审查之意；B 项 present 表示呈现；D 项 modify 表示修改，在此不符合与 objective 的搭配。

## Part A

### Text 1

21. 【答案】A. an urgent demand for new job skills

【解析】细节题。根据题干关键词“World Economic Forum”定位至文章第一段，“Research by the World Economic Forum finds that on average 42 percent of the "core skills" within job roles will change by 2022.”世界经济论坛的研究发现，到 2022 年平均有 42% 的工作“核心技能”会改变，加上前文中也提到过“jobs in demand will change rapidly, as will the requirements of the jobs”工作和工作的技能要求都会改变，由此可得出【A】an urgent demand for new job skills（对新工作技能的迫切需求）。【B】an increase in full-time employment（全职工作的增加），【C】a steady growth of job opportunities（工作机会的稳定增加），【D】a controversy about the “core skills”（关于“核心技能”的争论）均属于无中生有的内容。

22. 【答案】D. an alternative to the fire and-hire strategy

【解析】例证题。根据题干关键词“AT&T”定位至文章第二段第四句，根据例证题的做题方法我们需要结合定位句的上文，上文中提到个人公司的策略是解雇那些自身技能已经不合时宜的工人并雇佣那些具有新技能的工人，但是也有特殊情况，然后引用了“AT&T”的例子，说到“AT&T is often given as the gold standard of a company that decided to do a massive reskilling program rather than go with a fire-and-hire strategy.”（通常，AT&T 被认为是决定进行大规模的再培训计划的公司的黄金标准，而不是采用“解雇与雇佣”策略），所以 AT&T 是【D】an alternative to the fire-and-hire strategy（“解雇与雇佣”策略的替代方案）。【A】the characteristics of reskilling programs（再培训计划的特征）和【B】the importance of staff appraisal standards（员工考核标准的重要性）属于无中生有，【C】an immediate need for government support（对政府支持的迫切需要）脱离定位而且不符合题意。

23. 【答案】C. have appeared to be insufficient

【解析】细节题。由“Efforts”，“Canada”等信息可定位至文章第二段“Efforts in Canada and elsewhere have been arguably languid at best, and have given us a

situation where we frequently hear of employers begging for workers”（加拿大和其他地方的一些努力一直是倦怠的，导致我们经常听说雇佣者努力寻求工人的情况），由此可以得知 Efforts（加拿大政府的努力）【C】have appeared to be insufficient（还不够）。

24. 【答案】B. a lack of medical workers

【解析】细节题。根据题干信息，直接定位至文章第三段，第三段最后一句“there were still clear shortages of doctors, nurses and other medical personnel.”（医生、护士和其他医疗人员存在短缺），是【B】there was a lack of medical workers（医疗工作者缺少）的同义替换。

25. 【答案】A. prepare their laid-off workers for other jobs

【解析】细节题。由题干关键词“Scandinavian Airlines”定位至文章最后一段“Scandinavian Airlines decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff.”（斯堪的纳维亚航空公司决定启动一项短期再培训计划，以重新培训下岗工人以支持医院工作人员），【A】prepare their laid-off workers for other jobs（使下岗工人为其他的工作做准备）是本句的同义替换。

## Text 2

26. 【答案】D. contribute to the nation's well-being

【解析】细节题。根据题干关键词“Some people argue”和“food self-sufficiency in the UK”等关键词定位至文章第二段最后一句，“A move back to self-sufficiency, the argument goes, would boost the farming industry, political sovereignty and even the nation's health.”（一些观点认为，回归自给自足将促进农业，政治主权乃至整个国家的健康。），所以选项【D】contribute to the nation's well-being（促进国家的健康）为本句最后一项的同义替换。

27. 【答案】A. most land is used for meat and dairy production

【解析】细节题。由题干关键词“University of Leeds”可定位至文章第三段第一句，“According to a report on UK food production from the University of Leeds, UK, 85 percent of the country's total land area is associated with meat and dairy production.”根据英国利兹大学关于英国食品生产的报告，该国总土地面积的

85%与肉类和奶制品生产相联系。也就是说 85%的土地用来进行肉类和奶制品的生产，所以【A】most land is used for meat and dairy production（大部分土地用于肉类和奶制品生产）符合题意。

28. 【答案】A. its natural conditions

【解析】推理题。由“crop-growing”定位至“most of its terrain doesn't have the right soil or climate to grow crops on a commercial basis”（它的大部分地形都没有合适的土壤或气候来商业种植农作物），由此可知，农作物种植被“restricted”限制的原因是【A】its natural conditions（自然条件）。

29. 【答案】C. rely largely on imports for fresh produce

【解析】推理题。由题干信息可直接定位至最后一段，“Just 23 percent of the fruit and vegetables consumed in the UK are currently home-grown, so even with the most extreme measures we could meet only 30 percent of our fresh produce needs.”

（目前，英国消费的水果和蔬菜中只有 23% 是本国种植的，因此即使采取最极端的措施，我们也只能满足我们新鲜农产品需求的 30%），由此可知，British people 【C】rely largely on imports for fresh produce（新鲜农产品主要依靠进口）。

30. 【答案】D. doubtful

【解析】态度题。作者对于英国自给自足的态度是\_\_\_\_\_。通过第 29 题我们可以看出，作者对于英国自给自足的态度是十分不乐观的（即使采取最极端的措施，我们也只能满足我们新鲜农产品需求的 30%），所以选择负面情感态度的词【D】doubtful（怀疑的）。

### Text 3

31. 【答案】B. Their engineers were retained.

【解析】根据名词 Wunderlist, Sunrise 和 acquisition 定位到原文第二段的 both apps, 第二行，由 their teams of engineers stayed on, making them two of the many...used to feed their insatiable hunger for tech talent（他们的工程师团队留下来了……用来满足他们对科技人才的巨大渴望）可知此处选择 B 选项 Their engineers were retained.（他们的工程师被保留）。

32. 【答案】C. eliminate their potential competitors

【解析】根据 Microsoft's critics 和 big tech companies 可定位到原文第三段第四行，putting paid to businesses that might one day turn into competitors.（消灭有朝一日可能成为竞争对手的企业）Putting an end 等于 eliminate。同义替换，故选 C 选项 eliminate their potential competitors（清除他们未来的竞争者）。

33. 【答案】D. harm the national economy

【解析】根据 Paul Arnold 和 small acquisition 定位到原文第四段第四行，but are they good for the American economy? I don't know.（但它们对美国经济有好处吗？我不知道。）可知此处专家的观点是与国家经济挂钩，怀疑他们对经济的影响，故根据定位大法直接选择 D 选项 harm the national economy（破坏国家的经济）。

34. 【答案】D. examine the small acquisition

【解析】根据 Federal Trade Commission 定位到原文第五段第一句。其中题干的 intend=原文的 want。It wants to find the answer to that question.（它希望找到该问题的答案。）That question 在承接上文。上一段结尾的 question 和上文一致在讲 small acquisition. 故选 D 选项 examine the small acquisition（审查小额收购）。

35. 【答案】B. brought little financial pressure

【解析】根据题干的 five biggest tech companies 定位到原文第六段第三行 the biggest tech company have spent an average of only \$3.4 billion....a drop in the ocean 意思是沧海一粟，九牛一毛，故对大公司而言，这点收购小公司的钱构不成财政压力。故选 B 选项 brought little financial pressure（几乎不构成财政压力）。

#### Text 4

36. 【答案】C.the reliability of first impression

【解析】由题干关键词“Nalini Ambady's study”定位至文章第一段第二句，第二句介绍了实验内容，让参与者通过 10 秒中的短视频对教授们有一个第一印象（文章开头提到），结果他们对于这些教授的评价排名和与教授们接触已久的学生们的排名是一致的，所以 demonstrating the intuitive nature of the social

processing (展示了社交过程的直觉特质), 与【C】the reliability of first impression  
第一印象的可靠性一致

37. 【答案】B. focused on specific details

【解析】由题干关键词“rating accuracy dropped”定位至第二段第一句“Critically, another group was asked to spend a minute writing down reasons for their judgment, before giving the rating, accuracy dropped dramatically.”另一个小组被要求花一点时间写下他们的判断原因, 然后再给评级打分, 这时准确性大大下降, 所以当他们关注具体的细节的时候, 判断的准确性会大大下降, 故选【B】focused on specific details (集中于具体的细节)。

38. 【答案】B. reflection can be distracting

【解析】例证题。由题干关键词“Judith Hall”定位到第三段第二句, 通过例证题的做题方法, 我们定位至上一句, “Other research shows we're better at detecting deception from thin slices when we rely on intuition instead of reflection.” (其他研究表明, 当我们依靠直觉而不是思考时, 我们更擅长从碎片信息中发现欺骗性), 所以这一段也是对直觉的肯定, 对思考的否定, 同时 Judith Hall 举例 driving 也提到“if you start thinking about it too much, you can't remember what you're doing” (当开始思考的时候就不记得自己在干什么了), 故选择【B】reflection can be distracting (思考可能会分散注意力)。

39. 【答案】A. follow your feelings

【解析】由题干关键词“making complex decisions”定位到第四段最后一句, “And people made car-buying decisions that were both objectively better and more personally satisfying when asked to focus on their feelings rather than on details, but only if the decision was complex.” (当人们被要求关注自己的感受而不是细节时, 他们做出的购车决定不仅客观上更好, 而且个人也更满意, 但是只有当这个决定很复杂的时候), 所以作者建议我们做复杂的决定的时候关注自己的感受, 故选择【A】follow your feelings (跟随自己的感觉)。

40. 【答案】【A】Intuition may affect reflective tasks.

【解析】由题干可直接定位至最后一段, 最后一段主要内容是一个研究, Participants completed a battery of eight tasks, including four that tapped reflective

thinking. Use of their gut hurt their performance on the first four tasks, as expected. (参与者完成了一组八个任务，前四个任务需要运用思考。正如预期的那样，使用他们的直觉会破坏他们在前四项任务中的表现)，由此得知“Intuition may affect reflective tasks.” (直觉可能会影响反思型的任务)，故选【A】。

## Part B

41. 【答案】C. Decide whether to wait

【解析】从第一句 You may decide it 's best to hold off on voicing your opinion. 你可能决定最好等等再说出自己的观点。后面几句阐述和别人一起说出来会使发言更有力。倒数第二句 It 's also a good idea to delay the conversation if you 're in a meeting or other public space. 这句话讲推迟这场谈话，下句说私下再讲也是一个好办法，整段文字在复现等待这一关键词，对应标题 C 中的 wait 。

42. 【答案】F. Identify a shared goal.

【解析】本段第一句话讲在你分享自己的见解前要想想权职比你高的人想要的是什么。第三句 You 're more likely to be heard if you can connect your disagreement to a higher purpose. 如果你能把你的异议联系到更高层的目标，就更有可能被人听取。这里 purpose 与标题里的 goal 同义重现。

43. 【答案】G.Ask permission to disagree.

【解析】本段第一句话 This step may sound overly deferential, but it 's a smart way to give the powerful person psychological safety and control. 这种方法可能听起来过于恭敬，但是能给有权势的人以心理上的安全感和掌控感。后面讲在阐述你的反对意见前先问一下自己有想法要讲，是否可行？这给了别人一个选择的权利。即这里的询问对应了标题中的寻求许可。

44. 【答案】A. Stay calm.

【解析】本段前面几句都在描述自己在说出异议时紧张的状态和表现，倒数第二句 Simply slowing the pace and talking in an even tone helps the other person cool down and does the same for you. 放慢语速可以让别人和你自己冷静下来，这里的 cool down 对应了标题中的 calm.

45. 【答案】B.Stay humble.

【解析】这段文字中间 “This is just my opinion, but I don 't see how we will make that deadline.” Having asserted your position (as a position,not as a

fact), demonstrate equal curiosity about other views. 在陈述自己的观点时，强调这只是个人观点和意见，表明自己也好奇其他的观点，包括最后一句 Be open to hearing other opinions. 虚心听取别人的意见，都可以对应标题中的 humble，保持虚心。

### Section III Translation

#### 46. 【参考翻译】

我们常常将朋友和家人视为人脉、快乐和温暖的最大源泉。虽然事实很可能确实如此，但研究人员最近也发现，与陌生人交往实际上会意外提升我们的情绪体验和归属感。

在一系列研究中，研究人员建议芝加哥地区的上班族使用公共交通工具以便有机会与附近的人进行交谈。通常情况下，遵循这一建议的参与者比那些被要求安静地站着或坐着的参与者感觉更好。研究人员还认为，当我们回避与陌生人进行日常互动时，往往是由于一种错位的焦虑，担心他们可能并不想和我们说话。然而，在大多数情况下，这种看法都是错误的。事实证明，很多人都非常愿意与人交谈，甚至会因为受到你的关注而感到满足。

### Section V Writing

#### Part A:

47.

Dear Jack,

I hope everything is going on well with you. I'm writing this letter to sincerely invite you to join in an online meeting themed as "Foreign Students Tell Chinese Stories". Several details are listed as follows.

First, the activity is scheduled to start at 7 p.m. on October 24th and it will last for about two hours. Second, during the activity, each foreign student will present a Chinese story in 10-15 minutes. Through the activity, the foreign students will get a better understanding of Chinese traditional culture and learn more about China. As you have studied in China for some time, I'm sure you can give a wonderful performance.

If you are interested in this meeting, please inform me at your earliest convenience. I'd appreciate it if you could accept my invitation. Looking forward to your reply.

Yours sincerely,

Li Ming

亲爱的杰克：

我希望你一切顺利。我写这封信是为了真诚地邀请你参加以“外国学生讲中国故事”为主题的线上会议。细节如下。

首先，活动定于 10 月 24 日晚上 7 点开始，将会持续约两个小时。第二，在活动期间，每位外国学生将在 10-15 分钟内呈现一个中国故事。通过这次活动，外国留学生将更好地了解中国传统文化，更多地了解中国。因为你在中国已经学习了一段时间了，我相信你能呈现一个非常精彩的表演。

如果你对这次活动感兴趣，请尽早告诉我。如果你能接受我的邀请，我将不胜感激。期待你的回复。

你真诚的，

李明

48.

Part B:

According to the bar chart, it demonstrates the differences in terms of the manners of residents' physical exercise. The highest figure is doing exercise alone, which accounts for 54.30%, The following one is doing some sports with friends, taking up 47.7%. By contrast, exercising with family and joining in community activities are only 23.9% and 15.8% respectively.

According to the data, there are several elements responsible for this phenomenon. First of all, with the increasing pressure people face in their work and life, they are always occupied with loads of duties at work and piles of chores at home. Because of this reason, people do not have too much extra time to make an appointment with friends or join in group activities. In addition, in order to pursue better job opportunities and living standards, a large number of people move out of

their hometowns and migrate to center cities. The alienation of interpersonal relationship and fast pace of big cities make people more inclined to exercise alone.

Last but not least, the culture of advocating independent personality also has an enormous influence on people's choice of doing exercise alone.

Based on the discussion we have mentioned above, we can safely draw the conclusion that in the era of rapid development, doing exercise alone will keep the leading position among people's exercise choice.

根据图表显示，居民体育锻炼方式存在差异。数值最高的是独自锻炼，占比 54.30%，其次是和朋友一起运动，占比 47.7%。相比之下，与家人一起锻炼和参加团体活动的比例分别只有 23.9% 和 15.8%。

根据以上数据，有几个因素造成了这种现象。首先，随着人们在工作和生活中面临越来越大的压力，他们总是忙于工作中繁重的工作和成堆的家务。因为这个原因，人们没有太多的额外时间与朋友约会或参加团体活动。此外，为了追求更好的工作机会和生活水平，大量的人从家乡迁移到大城市。人际关系的疏离和大城市的快速发展使人们更倾向于独自锻炼。最后，但同样重要的是，倡导独立人格的文化也对人们选择独自锻炼产生了巨大的影响。

基于以上讨论，我们可以得出结论：在快速发展的时代，独自锻炼将在人们的锻炼方式的选择中一直处于领先地位。