**第一章 段落填空及排序**

**2005年**

Canada’s premiers (the leaders of provincial governments), if they have any breath left after complaining about Ottawa at their late July annual meeting, might spare a moment to do something, together, to reduce health-care costs.

They’re all groaning about soaring health budgets, the fastest-growing component of which are pharmaceutical costs.

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What to do? Both the Romanow commission and the Kirby committee on health care -- to say nothing of reports from other experts -- recommended the creation of a national drug agency. Instead of each province having its own list of approved drugs, bureaucracy, procedures and limited bargaining power, all would pool resources, work with Ottawa, and create a national institution.

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But “national” doesn’t have to mean that. “National” could mean interprovincial -- provinces combining efforts to create one body.

Either way, one benefit of a “national” organization would be to negotiate better prices, if possible, with drug manufacturers. Instead of having one province -- or a series of hospitals within a province -- negotiate a price for a given drug on the provincial list, the national agency would negotiate on behalf of all provinces.

Rather than, say, Quebec, negotiating on behalf of seven million people, the national agency would negotiate on behalf of 31 million people. Basic economics suggests the greater the potential consumers, the higher the likelihood of a better price.

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A small step has been taken in the direction of a national agency with the creation of the Canadian Coordinating Office for Health Technology Assessment, funded by Ottawa and the provinces. Under it, a Common Drug Review recommends to provincial lists which new drugs should be included. Predictably, and regrettably, Quebec refused to join.

A few premiers are suspicious of any federal-provincial deal-making. They (particularly Quebec and Alberta) just want Ottawa to fork over additional billions with few, if any, strings attached. That’s one reason why the idea of a national list hasn’t gone anywhere while drug costs keep rising fast.

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Premiers love to quote Mr. Romanow’s report selectively, especially the parts about more federal money. Perhaps they should read what he had to say about drugs: “A national drug agency would provide governments more influence on pharmaceutical companies in order to constrain the ever-increasing cost of drugs.”

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So when the premiers gather in Niagara Falls to assemble their usual complaint list, they should also get cracking about something in their jurisdiction that would help their budgets and patients.

[A] Quebec’s resistance to a national agency is provincialist ideology. One of the first advocates for a national list was a researcher at Laval University. Quebec’s Drug Insurance Fund has seen its costs skyrocket with annual increases from 14.3 per cent to 26.8 per cent!

[B] Or they could read Mr. Kirby’s report: “the substantial buying power of such an agency would strengthen the public prescription-drug insurance plans to negotiate the lowest possible purchase prices from drug companies.”

[C] What does “national” mean? Roy Romanow and Senator Michael Kirby recommended a federal-provincial body much like the recently created National Health Council.

[D] The problem is simple and stark: health-care costs have been, are, and will continue to increase faster than government revenues.

[E] According to the Canadian Institute for Health Information, prescription drug costs have risen since 1997 at twice the rate of overall health-care spending. Part of the increase comes from drugs being used to replace other kinds of treatments. Part of it arises from new drugs costing more than older kinds. Part of it is higher prices.

[F] So, if the provinces want to run the health-care show, they should prove they can run it, starting with an interprovincial health list that would end duplication, save administrative costs, prevent one province from being played off against another, and bargain for better drug prices.

[G] Of course, the pharmaceutical companies will scream. They like divided buyers; they can lobby better that way. They can use the threat of removing jobs from one province to another. They can hope that, if one province includes a drug on its list, the pressure will cause others to include it on theirs. They wouldn’t like a national agency, but self-interest would lead them to deal with it.

**2008年**

The time for sharpening pencils, arranging your desk, and doing almost anything else instead of writing has ended. The first draft will appear on the page only if you stop avoiding the inevitable and sit, stand up, or lie down to write. (41) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Be flexible. Your outline should smoothly conduct you from one point to the next, but do not permit it to railroad you. If a relevant and important idea occurs to you now, work it into the draft. (42)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Grammar, punctuation, and spelling can wait until you revise. Concentrate on what you are saying. Good writing most often occurs when you are in hot pursuit of an idea rather than in a nervous search for errors.

(43) \_\_\_\_\_\_\_\_\_\_\_\_Your pages will be easier to keep track of that way, and, if you have to clip a paragraph to place it elsewhere, you will not lose any writing on the other side.

If you are working on a word processor, you can take advantage of its capacity to make additions and deletions as well as move entire paragraphs by making just a few simple keyboard commands. Some software programs can also check spelling and certain grammatical elements in your writing. (44) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_These printouts are also easier to read than the screen when you work on revisions.

Once you have a first draft on paper, you can delete material that is unrelated to your thesis and add material necessary to illustrate your points and make your paper convincing. The student who wrote “The A & P as a State of Mind” wisely dropped a paragraph that questioned whether Sammy displays chauvinistic attitudes toward women. (45) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Remember that your initial draft is only that. You should go through the paper many times – and then again – working to substantiate and clarify your ideas. You may even end up with several entire versions of the paper. Rewrite. The sentences within each paragraph should be related to a single topic. Transitions should connect one paragraph to the next so that there are no abrupt or confusing shifts. Awkward or wordy phrasing or unclear sentences and paragraphs should be mercilessly poked and prodded into shape.

[A] To make revising easier, leave wide margins and extra space between lines so that you can easily add words, sentences, and corrections. Write on only one side of the paper.

[B] After you have clearly and adequately developed the body of your paper, pay particular attention to the introductory and concluding paragraphs. It’s probably best to write the introduction last, after you know precisely what you are introducing. Concluding paragraphs demand equal attention because they leave the reader with a final impression.

[C] It’s worth remembering, however, that though a clean copy fresh off a printer may look terrific, it will read only as well as the thinking and writing that have gone into it. Many writers prudently store their data on disks and print their pages each time they finish a draft to avoid losing any material because of power failures or other problems

[D] It makes no difference how you write, just so you do. Now that you have developed a topic into a tentative thesis, you can assemble your notes and begin to flesh out whatever outline you have made.

[E] Although this is an interesting issue, it has nothing to do with the thesis, which explains how the setting influences Sammy’s decision to quit his job. Instead of including that paragraph, she added one that described Lengel’s crabbed response to the girls so that she could lead up to the A & P “policy” he enforces.

[F] In the final paragraph about the significance of the setting in “A & P,” the student brings together the reasons Sammy quit his job by referring to his refusal to accept Lengel’s store policies.

[G] By using the first draft as a means of thinking about what you want to say, you will very likely discover more than your notes originally suggested. Plenty of good writers don’t use outlines at all but discover ordering principles as they write. Do not attempt to compose a perfectly correct draft the first time around.

**2010年**

[A] The first and more important is the consumer's growing preference for eating out; the consumption of food and drink in places other than homes has risen from about 32 percent of total consumption in 1995 to 35 percent in 2000 and is expected to approach 38 percent by 2005. This development is boosting wholesale demand from the food service segment by 4 to 5 percent a year across Europe, compared with growth in retail demand of 1 to 2 percent. Meanwhile, as the recession is looming large, people are getting anxious. They tend to keep a tighter hold on their purse and consider eating at home a realistic alternative.

~~[B]~~ Retail sales of food and drink in Europe's largest markets are at a standstill, leaving European grocery retailers hungry for opportunities to grow. Most leading retailers have already tried e- commerce, with limited success, and expansion abroad. But almost all have ignored the big, profitable opportunity in their own backyard: the wholesale food and drink trade, which appears to be just the kind of market retailers need.

[C] Will such variations bring about a change in the overall structure of the food and drink market?

Definitely not. The functioning of the market is based on flexible trends dominated by potential buyers. In other words, it is up to the buyer, rather than the seller, to decide what to buy. At any rate, this change will ultimately be acclaimed by an ever-growing number of both domestic and international consumers, regardless of how long the current consumer pattern will take hold.

[D] All in all, this clearly seems to be a market in which big retailers could profitably apply their scale, existing infrastructure and proven skills in the management of product ranges, logistics, and marketing intelligence. Retailers that master the intricacies of wholesaling in Europe may well expect to rake in substantial profits thereby. At least, that is how it looks as a whole. Closer inspection reveals important differences among the biggest national markets, especially in their customer segments and wholesale structures, as well as the competitive dynamics of individual food and drink categories. Big retailers must understand these differences before they can identify the segments of European wholesaling in which their particular abilities might unseat smaller but entrenched competitors. New skills and unfamiliar business models are needed too.

~~[E]~~ Despite variations in detail, wholesale markets in the countries that have been closely examined—France, Germany, Italy, and Spain—are made out of the same building blocks. Demand comes mainly from two sources: independent mom-and-pop grocery stores which, unlike large retail chains, are too small to buy straight from producers, and food service operators that cater to consumers when they don't eat at home. Such food service operators range from snack machines to large institutional catering ventures, but most of these businesses are known in the trade as “horeca”: hotels, restaurants, and cafes. Overall, Europe's wholesale market for food and drink is growing at the same sluggish pace as the retail market, but the figures, when added together, mask two opposing trends.

[F] For example, wholesale food and drink sales come to $268 billion in France, Germany, Italy, Spain, and the United Kingdom in 2000—more than 40 percent of retail sales. Moreover, average overall margins are higher in wholesale than in retail; wholesale demand from the food service sector is growing quickly as more Europeans eat out more often; and changes in the competitive dynamics of this fragmented industry are at last making it feasible for wholesalers to consolidate.

[G] However, none of these requirements should deter large retailers (and even some large good producers and existing wholesalers) from trying their hand, for those that master the intricacies of wholesaling in Europe stand to reap considerable gains.

Order:

41. → 42. → 43. → 44. → E → 45.

**2011年**

[A] No disciplines have seized on professionalism with as much enthusiasm as the humanities. You can, Mr. Menand points out, become a lawyer in three years and a medical doctor in four. But the regular time it takes to get a doctoral degree in the humanities is nine years. Not surprisingly, up to half of all doctoral students in English drop out before getting their degrees.

[B] His concern is mainly with the humanities: literature, languages, philosophy and so on. These are disciplines that are going out of style: 22% of American college graduates now major in business compared with only 2% in history and 4% in English. However, many leading American universities want their undergraduates to have a grounding in the basic canon of ideas that every educated person should possess. But most find it difficult to agree on what a “general education” should look like. At Harvard, Mr. Menand notes, “the great books are read because they have been read”-they form a sort of social glue.

[C] Equally unsurprisingly, only about half end up with professorships for which they entered graduate school. There are simply too few posts. This is partly because universities continue to produce ever more PhDs. But fewer students want to study humanities subjects: English departments awarded more bachelor’s degrees in 1970-71 than they did 20 years later. Fewer students require fewer teachers. So, at the end of a decade of theses-writing, many humanities students leave the profession to do something for which they have not been trained.

[D] One reason why it is hard to design and teach such courses is that they can cut across the insistence by top American universities that liberal-arts educations and professional education should be kept separate, taught in different schools. Many students experience both varieties. Although more than half of Harvard undergraduates end up in law, medicine or business, future doctors and lawyers must study a non-specialist liberal-arts degree before embarking on a professional qualification.

[E] Besides professionalizing the professions by this separation, top American universities have professionalized the professor. The growth in public money for academic research has speeded the process: federal research grants rose fourfold between 1960and 1990, but faculty teaching hours fell by half as research took its toll. Professionalism has turned the acquisition of a doctoral degree into a prerequisite for a successful academic career: as late as 1969a third of American professors did not possess one. But the key idea behind professionalization, argues Mr. Menand, is that “the knowledge and skills needed for a particular specialization are transmissible but not transferable.” So disciplines acquire a monopoly not just over the production of knowledge, but also over the production of the producers of knowledge.

[F] The key to reforming higher education, concludes Mr. Menand, is to alter the way in which “the producers of knowledge are produced.” Otherwise, academics will continue to think dangerously alike, increasingly detached from the societies which they study, investigate and criticize.” Academic inquiry, at least in some fields, may need to become less exclusionary and more holistic.” Yet quite how that happens, Mr. Menand does not say.

[G] The subtle and intelligent little book The Marketplace of Ideas: Reform and Resistance in the American University should be read by every student thinking of applying to take a doctoral degree. They may then decide to go elsewhere. For something curious has been happening in American Universities, and Louis Menand, a professor of English at Harvard University, captured it skillfully.

Order:

G → 41. → 42. → E → 43. → 44. → 45.

**2012年**

Think of those fleeting moments when you look out of an aeroplane window and realize that you are flying, higher than a bird. Now think of your laptop, thinner than a brown-paper envelope, or your cellphone in the palm of your hand. Take a moment or two to wonder at those marvels. You are the lucky inheritor of a dream come true.

The second half of the 20th century saw a collection of geniuses, warriors, entrepreneurs and visionaries labour to create a fabulous machine that could function as a typewriter and printing press, studio and theatre, paintbrush and gallery, piano and radio, the mail as well as the mail carrier. 41.\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The networked computer is an amazing device, the first media machine that serves as the mode of production, means of distribution, site of reception, and place of praise and critique. The computer is the 21st century's culture machine.

But for all the reasons there are to celebrate the computer, we must also tread with caution. 42. \_\_\_\_\_\_\_\_\_\_I call it a secret war for two reasons. First, most people do not realize that there are strong commercial agendas at work to keep them in passive consumption mode. Second, the majority of people who use networked computers to upload are not even aware of the significance of what they are doing.

All animals download, but only a few upload. Beavers build dams and birds make nests. Yet for the most part, the animal kingdom moves through the world downloading. Humans are unique in their capacity to not only make tools but then turn around and use them to create superfluous material goods - paintings, sculpture and architecture - and superfluous experiences - music, literature, religion and philosophy. 43.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

For all the possibilities of our new culture machines, most people are still stuck in download mode. Even after the advent of widespread social media, a pyramid of production remains, with a small number of people uploading material, a slightly larger group commenting on or modifying that content, and a huge percentage remaining content to just consume. 44.\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Television is a one-way tap flowing into our homes. The hardest task that television asks of anyone is to turn the power off after he has turned it on.

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

What counts as meaningful uploading? My definition revolves around the concept of “stickiness”- creations and experiences to which others adhere.

[A] Of course, it is precisely these superfluous things that define human culture and ultimately what it is to be human. Downloading and consuming culture requires great skills, but failing to move beyond downloading is to strip oneself of a defining constituent of humanity.

[B] Applications like tumblr.com, which allow users to combine pictures, words and other media in creative ways and then share them, have the potential to add stickiness by amusing, entertaining and enlightening others.

[C] Not only did they develop such a device but by the turn of the millennium they had also managed to embed it in a worldwide system accessed by billions of people every day.

[D] This is because the networked computer has sparked a secret war between downloading and uploading - between passive consumption and active creation - whose outcome will shape our collective future in ways we can only begin to imagine.

[E] The challenge the computer mounts to television thus bears little similarity to one format being replaced by another in the manner of record players being replaced by CD players.

[F] One reason for the persistence of this pyramid of production is that for the past half-century, much of the world's media culture has been defined by a single medium - television - and television is defined by downloading.

[G] The networked computer offers the first chance in 50 years to reverse the flow, to encourage thoughtful downloading and, even more importantly, meaningful uploading.

**2013年**

The social sciences are flourishing. As of 2005, there were almost half a million professional social scientists from all fields in the world, working both inside and outside academia. According to the World Social Science Report 2010, the number of social-science students worldwide has swollen by about 11% every year since 2000.

Yet this enormous resource is not contributing enough to today’s global challenges including climate change, security, sustainable development and health. 41.\_\_\_\_\_\_\_\_\_\_\_\_. Humanity has the necessary agro-technological tools to eradicate hunger, from genetically engineered crops to artificial fertilizers. Here, too, the problems are social: the organization and distribution of food, wealth and prosperity.

42.\_\_\_\_\_\_\_\_\_\_\_\_\_\_. This is a shame—the community should be grasping the opportunity to raise its influence in the real world. To paraphrase the great social scientist Joseph Schumpeter: there is no radical innovation without creative destruction.

Today, the social sciences are largely focused on disciplinary problems and internal scholarly debates, rather than on topics with external impact. Analyses reveal that the number of papers including the keywords “environmental change” or “climate change” have increased rapidly since 2004. 43.\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

When social scientists do tackle practical issues, their scope is often local: Belgium is interested mainly in the effects of poverty on Belgium, for example. And whether the community’s work contributes much to an overall accumulation of knowledge is doubtful.

The problem is not necessarily the amount of available funding. 44.\_\_\_\_\_\_\_\_\_\_\_\_\_. This is an adequate amount so long as it is aimed in the right direction. Social scientists who complain about a lack of funding should not expect more in today’s economic climate.

The trick is to direct these funds better. The European Union Framework funding programs have long had a category specifically targeted at social scientists. This year, it was proposed that the system be changed: Horizon 2020, a new program to be enacted in 2014, would not have such a category. This has resulted in protests from social scientists. But the intention is not to neglect social science; rather, the complete opposite. 45.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. That should create more collaborative endeavors and help to develop projects aimed directly at solving global problems.

[A] It could be that we are evolving two communities of social scientists: one that is discipline- oriented and publishing in highly specialized journals, and one that is problem-oriented and publishing elsewhere, such as policy briefs.

[B] However, the numbers are still small: in 2010, about 1,600 of the 100,000 social-sciences papers published globally included one of these keywords.

[C] The idea is to force social scientists to integrate their work with other categories, including health and demographic change; food security; marine research and the bio-economy; clean, efficient energy; and inclusive, innovative and secure societies.

[D] The solution is to change the mindset of the academic community, and what it considers to be its main goal. Global challenges and social innovation ought to receive much more attention from scientists, especially the young ones.

[E] These issues all have root causes in human behaviour: all require behavioural change and social innovations, as well as technological development. Stemming climate change, for example, is as much about changing consumption patterns and promoting tax acceptance as it is about developing clean energy.

[F] Despite these factors, many social scientists seem reluctant to tackle such problems. And in Europe, some are up in arms over a proposal to drop a specific funding category for social-science research and to integrate it within cross-cutting topics of sustainable development.

[G] During the late 1990s, national spending on social sciences and the humanities as a percentage of all research and development funds — including government, higher education, non-profit and corporate — varied from around 4% to 25%; in most European nations, it is about 15%.

**2014年**

[A] Some archaeological sites have always been easily observable—for example, the Parthenon in Athens, Greece; the pyramids of Giza in Egypt; and the megaliths of Stonehenge in southern England. But these sites are exceptions to the norm. Most archaeological sites have been located by means of careful searching, while many others have been discovered by accident. Olduvai Gorge, an early hominid site in Tanzania, was found by a butterfly hunter who literally fell into its deep valley in 1911. Thousands of Aztec artifacts came to light during the digging of the Mexico City subway in the 1970s.

[B] In another case, American archaeologists Rene Million and George Cowgill spent years systematically mapping the entire city of Teotihuacan in the valley of Mexico near what is now Mexico City. At its peak around AD 600, this city was one of the largest human settlements in the world. The researchers mapped not only the city’s vast and ornate ceremonial areas, but also hundreds of simpler apartment complexes where common people lived.

[C] How do archaeologists know where to find what they are looking for when there is nothing visible on the surface of the ground? Typically, they survey and sample (make test excavations on) large areas of terrain to determine where excavation will yield useful information. Surveys and test samples have also become important for understanding the larger landscapes that contain archaeological sites.

[D] Surveys can cover a single large settlement or entire landscapes. In one case, many researchers working around the ancient Maya city of Copán, Honduras, have located hundreds of small rural village and individual dwellings by using aerial photographs and by making surveys on foot. The resulting settlement maps show how the distribution and density of the rural population around the city changed dramatically between AD 500 and 850, when Copán collapsed.

[E] To find their sites, archaeologists today rely heavily on systematic survey methods and a variety of high-technology tools and techniques. Airborne technologies, such as different types of radar and photographic equipment carried by airplanes or spacecraft, allow archaeologists to learn about what lies beneath the ground without digging. Aerial surveys locate general areas of interest or larger buried features, such as ancient buildings or fields.

[F] Most archaeological sites, however, are discovered by archaeologists who have set out to look for them. Such searches can take years. British archaeologist Howard Carter knew that the tomb of the Egyptian pharaoh Tutankhamum existed from information found in other sites. Carter sifted through rubble in the Valley of the King for seven years before he located the tomb in 1922. In the late 1800s British archaeologist Sir Arthur Evans combed antique dealers’ stores in Athens, Greece. He was searching for tiny engraved seals attributed to the ancient Mycenaean culture that dominated Greece from the 1400s to 1200s BC. Evans’s interpretations of those engravings eventually led them to find the Minoan palace at Knossos on the island of Crete, in 1900.

[G] Ground surveys allow archaeologists to pinpoint the places where digs will be successful. Most ground surveys involve a lot of walking, looking for surface clues such as small fragments of pottery. They often include a certain amounts of digging to test for buried materials at selected points across a landscape. Archaeologists also may locate buried remains by using such technologies as ground radar, magnetic-field recording, and metal detector. Archaeologists commonly use computers to map sites and the landscapes around sites. Two and three-dimensional maps are helpful tools in planning excavations, illustrating how sites look, and presenting the results of archaeological research.

Order:

41. → A→ 42. → E →43. →44. → 45.

**2015年**

How does your reading proceed? Clearly you try to comprehend, in the sense of identifying meanings for individual words and working out relationships between them, drawing on your implicit knowledge of English grammar. (41) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ You begin to infer a context for the text, for instance, by making decisions about what kind of speech event is involved: Who is making the utterance, to whom, when and where？

The ways of reading indicated here are without doubt kinds of comprehension. But they show comprehension to consist not just of passive assimilation but of active engagement in inference and problem-solving. You infer information you feel the writer has invited you to grasp by presenting you with specific evidence and clues. (42) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Conceived in this way, comprehension will not follow exactly the same track for each reader. What is in question is not the retrieval of an absolute, fixed or “true” meaning that can be read off and checked for accuracy, or some timeless relation of the text to the world. (43) \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Such background material inevitably reflects who we are. (44) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ This doesn’t, however, make interpretation merely relative or even pointless. Precisely because readers from different historical periods, places and social experiences produce different but overlapping readings of the same words on the page—including for texts that engage with fundamental human concerns—debates about texts can play an important role in social discussion of beliefs and values.

How we read a given text also depends to some extent on our particular interest in reading it. (45)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Such dimensions of reading suggest—as others introduced later in the book will also do—that we bring an implicit (often unacknowledged) agenda to any act of reading. It doesn’t then necessarily follow that one kind of reading is fuller, more advanced or more worthwhile than another. Ideally, different kinds of reading inform each other, and act as useful reference points for and counterbalances to one another. Together, they make up the reading component of your overall literacy, or relationship to your surrounding textual environment.

[A] Are we studying that text and trying to respond in a way that fulfils the requirement of a given course? Reading it simply for pleasure? Skimming it for information? Ways of reading on a train or in bed are likely to differ considerably from reading in a seminar room.

[B] Factors such as the place and period in which we are reading, our gender, ethnicity, age and social class will encourage us towards certain interpretations but at the same time obscure or even close off others.

[C] If you are unfamiliar with words or idioms, you guess at their meaning, using clues presented in the context. On the assumption that they will become relevant later, you make a mental note of discourse entities as well as possible links between them.

[D] In effect, you try to reconstruct the likely meanings or effects that any given sentence, image or reference might have had: These might be the ones the author intended.

[E] You make further inferences, for instance, about how the text may be significant to you, or about its validity—inferences that form the basis of a personal response for which the author will inevitably be far less responsible.

[F] In plays, novels and narrative poems, characters speak as constructs created by the author, not necessarily as mouthpieces for the author’s own thoughts.

[G] Rather, we ascribe meanings to texts on the basis of interaction between what we might call textual and contextual material: between kinds of organization or patterning we perceive in a text’s formal structures (so especially its language structures) and various kinds of background, social knowledge, belief and attitude that we bring to the text.

**2017年**

[A] The first published sketch, “A Dinner at Poplar Walk” brought tears to Dickens’s eyes when he discovered it in the pages of The Monthly Magazine. From then on his sketches, which appeared under the pen name “Boz” in The Evening Chronicle, earned him a modest reputation.

[B] The runaway success of The Pickwick Papers, as it is generally known today, secured Dickens’s fame. There were Pickwick coats and Pickwick cigars, and the plump, spectacled hero, Samuel Pickwick, became a national figure.

[C] Soon after Sketches by Boz appeared, a publishing firm approached Dickens to write a story in monthly installments, as a backdrop for a series of woodcuts by the ten-famous artist Robert Seymour, who had originated the idea for the story. With characteristic confidence, Dickens successfully insisted that Seymour’s pictures illustrate his own story instead. After the first installment, Dickens wrote to the artist and asked him to correct a drawing Dickens felt was not faithful enough to his prose. Seymour made the change, went into his backyard, and expressed his displeasure by committing suicide. Dickens and his publishers simply pressed on with a new artist. The comic novel, The Posthumous Papers of the Pickwick Club, appeared serially in 1836 and 1837, and was first published in book form in 1837.

[D] Charles Dickens is probably the best-known and, to many people, the greatest English novelist of the 19th century. A moralist, satirist, and social reformer. Dickens crafted complex plots and striking characters that capture the panorama of English society.

[E] Soon after his father’s release from prison, Dickens got a better job as errand boy in law offices. He taught himself shorthand to get an even better job later as a court stenographer and as a reporter in Parliament. At the same time, Dickens, who had a reporter’s eye for transcribing the life around him especially anything comic or odd, submitted short sketches to obscure magazines.

[F] Dickens was born in Portsmouth, on England’s southern coast. His father was a clerk in the British navy pay office –a respectable position, but wish little social status. His paternal grandparents, a steward and a housekeeper possessed even less status, having been servants, and Dickens later concealed their background. Dicken’s mother supposedly came from a more respectable family. Yet two years before Dicken’s birth, his mother’s father was caught stealing and fled to Europe, never to return. The family’s increasing poverty forced Dickens out of school at age 12 to work in Warren’s Blacking Warehouse, a shoe-polish factory, where the other working boys mocked him as “the young gentleman.” His father was then imprisoned for debt. The humiliations of his father’s imprisonment and his labor in the blacking factory formed Dicken’s greatest wound and became his deepest secret. He could not confide them even to his wife, although they provide the unacknowledged foundation of his fiction.

[G] After Pickwick, Dickens plunged into a bleaker world. In Oliver Twist, he traces an orphan’s

progress from the workhouse to the criminal slums of London. Nicholas Nickleby, his next novel, combines the darkness of Oliver Twist with the sunlight of Pickwick. The popularity of these novels consolidated Dickens’ as a nationally and internationally celebrated man of letters.

D → 41. → 42. → 43. → 44. → B → 45.

**模拟题1**

[A] The playwright was an active dramatist and writer up until 1510s when the last of his great works was finished. From then on, Shakespeare spent most of his time in Stratford-upon-Avon, where he had purchased the second-largest home in town for his family.

[B] It was in 1594 that the first known quartos of Shakespeare's plays were published, solidifying his reputation by 1598 when his name became the selling point in new productions. This led to his success as both an actor on stage and a playwright, and his name was published on the title page of his plays.

[C] In 1582, an 18-year-old Shakespeare married Anne Hathaway, who, on the occasion of her wedding, was 26 years old and already with child. Hathaway gave birth to the couple's first child six months later, a daughter named Susanna, with twins, named Hamnet and Judith, following two years later in 1585.

[D] This story, among others, are solely entertainment and are not considered as part of the canon that makes up the playwright's personal life. After the year 1594, Shakespeare's plays were solely performed by a company owned by a group of actors known as the Lord Chamberlain's Men, which became London's leading company.

[E] Shakespeare retired from public life in 1610, right after the bubonic plague began to subside its attack on London. In fact, the playwright continued to make frequent trips to London to collaborate with other playwrights, such as John Fletcher, and to spend time with his son-in-law John Hall, who married his elder daughter Susanna in 1607.

[F] After the birth of his twins in 1585, Shakespeare disappeared from public record until 1592, when his works began appearing on the London stage. These seven years are known as "Shakespeare's Lost Years," and have been the source of various stories that remain unverified, including a salacious story involving Shakespeare escaping Stratford prosecution for deer poaching.

[G] William Shakespeare was an English poet and playwright who is considered one of the greatest writers to ever use the English language. He is also the most famous playwright in the world, with his plays being translated in over 50 languages and performed across the globe for audiences of all ages.

G → 41. → 42. → 43. → 44. → 45. → A

**2010大纲样题**

Long before Man lived on the Earth, there were fishes, reptiles, birds, insects, and some mammals. Although some of these animals were ancestors of kinds living today, others are now extinct, that is, they have no descendants alive now. 41\_\_\_\_\_\_\_\_\_\_\_Very occasionally the rocks show impression of skin, so that, apart from color, we can build up a reasonably accurate picture of an animal that died millions of years ago. The kind of rock in which the remains are found tells us much about the nature of the original land, often of the plants that grew on it, and even of its climate.

　　42\_\_\_\_\_\_\_\_\_\_\_ Nearly all of the fossils that we know were preserved in rocks formed by water action, and most of these are of animals that lived in or near water. Thus it follows that there must be many kinds of mammals, birds, and insects, of which we know nothing.

　　43\_\_\_\_\_\_\_\_\_\_\_\_There were also crab-like creatures, whose bodies were covered with a horny substance. The body segments each had two pairs of legs, one pair for walking on the sandy bottom, the other for swimming. The head was a kind of shield with a pair of compound eyes, often with thousands of lenses. They were usually an inch or two long but some were 2 feet.

　　44\_\_\_\_\_\_\_\_\_\_\_\_Of these, the ammonites are very interesting and important. They have a shell composed of many chambers, each representing a temporary home of the animal. As the young grew larger it grew a new chamber and sealed off the previous one. Thousands of these can be seen in the rocks on the Dorset Coast.

45\_\_\_\_\_\_\_\_\_\_\_About 75 million years ago the Age of Reptiles was over and most of the groups died out. The mammals quickly developed, and we can trace the evolution of many familiar animals such as the elephant and horse. Many of the later mammals, though now extinct, were known to primitive man and were featured by him in cave paintings and on bone carvings.

[A]The shellfish have a long history in the rock and many different kinds are known.

[B]Nevertheless, we know a great deal about many of them because their bones and shells have been preserved in the rocks as fossils. From them we can tell their size and shape, how they walked, the kind of food they ate.

[C] The first animals with true backbones were the fishes, first known in the rocks of 375 million years ago. About 300 million years ago the amphibians, the animals able to live both on land and in water, appeared. They were giant, sometimes 8 feet long, and many of them lived in the swampy pools in which our coal seam, or layer, or formed. The amphibians gave rise to the reptiles and for nearly 150 million years these were the principal forms of life on land, in the sea, and in the air.

[D] The best index fossils tend to be marine creatures. These animals evolved rapidly and spread over large areas of the world.

[E]The earliest animals whose remains have been found were all very simple kinds and lived in the sea. Later forms are more complex, and among these are the sea-lilies, relations of the star-fishes, which had long arms and were attached by a long stalk to the sea bed, or to rocks.

[F] When an animal dies the body, its bones, or shell, may often be carried away by streams into lakes or the sea and there get covered up by mud. If the animal lived in the sea its body would probably sink and be covered with mud. More and more mud would fall upon it until the bones or shell become embedded and preserved.

[G]Many factors can influence how fossils are preserved in rocks. Remains of an organism may be replaced by minerals, dissolved by an acidic solution to leave only their impression, or simply reduced to a more stable form.

**模拟题 2**

The idea that shopping is the new politics is certainly seductive. You probably go shopping several times a month, providing yourself with lots of opportunities to express your opinions.

41.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Sadly, it's not that easy. There are good reasons to doubt the claims made about three of the most popular varieties of “ethical” food: organic food, Fair trade food and local food. People who want to make the world a better place cannot do so by shifting their shopping habits: transforming the planet requires duller disciplines, like politics.

42.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_However, farming is inherently bad for the environment: since humans took it up around 11,000 years ago, the result has been deforestation on a massive scale. But following the “green revolution” of the 1960s greater use of chemical fertilizer has tripled grain yields with very little increase in the area of land under cultivation. Organic methods, which rely on crop rotation, manure and compost in place of fertilizer, are far less intensive. So producing the world's current agricultural output organically would require several times as much land as is currently cultivated. There wouldn't be much room left for the rainforest.

43.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_But prices of agricultural commodities are low because of overproduction. By propping up the price, the Fair trade system encourages farmers to produce more of these commodities rather than diversifying into other crops and so depresses prices—thus achieving, for most farmers, exactly the opposite of what the initiative is intended to do.44.\_\_\_\_\_\_

Surely the case for local food, produced as close as possible to the consumer in order to minimize “food miles” and, by extension, carbon emissions, is clear? Surprisingly, it is not. A study of Britain's food system found that nearly half of food-vehicle miles (ie, miles travelled by vehicles carrying food) were driven by cars going to and from the shops. Most people live closer to a supermarket than a farmer's market, so more local food could mean more food-vehicle miles. Moving food around in big, carefully packed lorries, as supermarkets do, may in fact be the most efficient way to transport the stuff.

45.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Producing lamb in New Zealand and shipping it to Britain uses less energy than producing British lamb, because farming in New Zealand is less energy-intensive. And since the local-food movement looks suspiciously like old-fashioned protectionism masquerading as concern for the environment, helping poor countries is presumably not the point.

[A] Organic food, which is grown without man-made pesticides and fertilizers, is generally assumed to be more environmentally friendly than conventional intensive farming.

[B] “You don't have to wait for government to move... the really fantastic thing about Fairtrade is that you can go shopping!” So said a representative of the Fairtrade movement in a British newspaper this year. Similarly Marion Nestle, a nutritionist at New York University, argues that “when you choose organics, you are voting for a planet with fewer pesticides, richer soil and cleaner water supplies.”

[C] And since only a small fraction of the mark-up on Fair trade foods actually goes to the farmer—most goes to the retailer—the system gives rich consumers an inflated impression of their largesse and makes alleviating poverty seem too easy.

[D] If you are worried about the environment, you might buy organic food; if you want to help poor farmers, you can do your bit by buying Fair trade products; or you can express a dislike of evil multinational companies and rampant globalization by buying only local produce.

[E] No amount of Fairtrade coffee will eliminate poverty, and all the organic asparagus in the world will not save the planet. Some of the stuff sold under an ethical label may even leave the world in a worse state and its poor farmers poorer than they otherwise would be.

[F] What's more, once the energy used in production as well as transport is taken into account, local food may turn out to be even less green.

[G] Fair trade food is designed to raise poor farmers' incomes. It is sold at a higher price than ordinary food, with a subsidy passed back to the farmer.

**模拟题3**

Creativity enhances life. It enables the great thinkers, artists, and leaders of our world to continually push forward new concepts, new forms of expression and new ways to improve every facet of our existence. The creative impulse is of particular importance to scientific research. Without it, the same obstacles, ailments, and solutions would occur repeatedly because no one stepped back and reflected to gain a new perspective.

Unfortunately, in the academic world—where much of today’s scientific innovation takes place—researchers are encouraged to maintain the status quo and not “rock the boat.” (41) \_\_\_\_\_\_\_

Many who succeed in advancing to leadership positions in academia have been cautious, making few enemies and stirring little controversy. But such a strategy fails to generate the insights that drive scientific fields of research forward. The history of science is filled with nonconformists who refused to accept the prevailing theories and challenged the status quo. (42) \_\_\_\_\_\_\_\_\_\_\_

In today’s environment, out-of-the-box thinking is ever more important, as change is now the

rule. The internet combined with the availability of powerful personal computers and smart

phones has greatly enhanced the worldwide sharing of ideas, and as a consequence, the rate of

change is progressively accelerating.

Effective responses to environmental challenges require adaptive leaders. (43) \_\_\_\_\_\_\_\_\_\_\_\_

This type of influence is critical to easing the sense of loss and anxiety that comes with change. Ironically, the tenure system designed to allow academic professors to speak freely without risk of losing their position also allows them to resist change and discredit leaders who encourage it. The same leadership that fosters the status quo in research also affects the classroom. A university education is supposed to teach students how to think critically. (44) \_\_\_\_\_\_\_\_\_\_\_\_

Multiple-choice exams are the standard for testing a student’s ability to memorize facts, and creative students are usually not adept at guessing what a test writer is thinking. They are much better at solving problems, generating hypotheses, and designing protocols—all key aspects of good critical thinkers and professionals in science. By rewarding those students who accept the current facts as truth, rather than skills that are likely to lead to the creation of new knowledge, universities are stifling the next generation of scientists.

(45) \_\_\_\_\_\_\_\_\_\_\_\_ They prevent innovation in their laboratories by imposing an autocratic and hierarchal structure. Science has become ever more specific and specialized, making it impossible for one individual to grasp the full complexity of the field. In the current era, effective and truly innovative science requires teamwork and very active discussion to overcome these barriers to creativity.

[A] However, that goal has been set aside in many classrooms, being traded for the less ambitious goal of memorizing facts. Curiously, when the rote memorization is emphasized, creative students are often penalized.

[B] In the field of infectious diseases, those scientific nonconformists included Joseph Lister, who promoted the concept of sterilization; and Ignaz Semmelweis, who emphasized the importance of hand washing as a preventative measure.

[C] These leaders can convince others to change their viewpoints, challenging prevailing scientific dogma as well as more logistical issues such as the methodologies used in the lab.

[D] University governing bodies need to assemble leadership teams comprised of people who actually work in their laboratories and understand the challenges of today’s research environment.

[E] Just as successful businesses work toward profits, successful universities need to work toward their primary mission of creating new knowledge. Too often, university administrators spend the majority of their time on fundraising and budgets rather than creating a fertile environment for true innovation.

[F] This mentality is pervasive, affecting all aspects of scientific research from idea generation to the training of the next generation of scientists.

[G] The removal of creativity as a priority can also affect life in the lab, turning a promising dialogue of new ideas and challenges into a monologue. Lead investigators too often quell discussions, rather than encourage junior investigators to share their ideas.

**模拟题4**

As a general rule of human civilization, we’ve lived where we work. More than 90 percent of Americans drive to work, and their average commute is about 27 minutes. This tether between home and office is the basis of urban economics. But remote work weakens it; in many cases, it severs the link entirely, replacing spatial proximity with cloud-based connectivity. 41\_\_\_\_\_\_\_\_ .

The best argument against the remote-work experiment having a durable impact on our lives beyond the pandemic is an appeal to human inertia: For decades, the internet was a thing and remote work wasn’t, and after the pandemic, it’ll just feel like 2019 again.

42\_\_\_\_\_\_\_. It was social. According to the economist David Autor, remote work suffered from a “telephone problem.” Seven decades after the first telephone was patented in the 1860s, fewer than half of Americans owned one. Behavior dragged behind technology, because most families had no use for a telecom machine as long as none of their friends also owned one. In network theory, this is known as Metcalfe’s Law: The value of a communications network rises exponentially with the number of its users. The same has been true of remote work. The teleconference tech existed, but it was considered an ersatz substitute for the normal course of business.

43\_\_\_\_\_\_\_. According to U-Haul’s annual review, California lost more people to out-migration than any other state in 2020, and the five largest states in the Northeast—New York, Pennsylvania, New Jersey, Massachusetts, and Maryland—joined California in the top 10 losers. Rents have fallen fastest in “pricey coastal cities,” including San Francisco, Seattle, Los Angeles, Boston, and New York City, according to Apartment List. Zillow data also show that home values in New York, San Francisco, and Washington, D.C., are growing below the national average. 44\_\_\_\_\_\_\_\_\_.

Absent federal intervention, “the financial situation that nearly every transit agency in America is in will certainly lead to significant service cuts, which inevitably lead to terrible spirals,” Sarah Feinberg, the interim president of the New York City Transit Authority, told me. If people leave New York—and newcomers don’t immediately take their place—that will reduce the city’s subway and bus revenue, which will lead to service cuts; that will make New York a harder place to live, so more people will leave the city; transit revenue will be reduced further, and on we go.

45\_\_\_\_\_\_. In that scenario, the pandemic pushes thousands of people out of expensive coastal cities, reducing the cities’ rent and housing costs, but those lower costs attract a new generation of immigrants and middle-class families to move back into the city, which leads to regrowth. Note, however, that both the optimistic and pessimistic cases involve a difficult period of transition.

[A]These migration trends could spell long-term trouble for cities such as San Francisco and New York, where municipal services rely on property taxes, sales taxes, and urban-transit revenue.

[B]More optimistically, the federal government could bail out cities, speeding up what I’ve called the urban forest-fire effect.

[C] Service reductions are bad for commuters, devastating for essential workers, and detrimental to the economy.

[D] But the impediment to widespread remote work in 2019 and before wasn’t technological.

[E] What knock-on changes will this new industrial revolution bring?

[F]Beyond anecdotal accounts of bankers fleeing Manhattan and tech workers saying sayonara to the Bay Area, we have loads of private data to back up the story that superstar cities are in trouble.

[G] In 2018, it was weird and rude to ask a boss to move a meeting to Skype, or to tell a business partner to fire up a Zoom link because you can’t make lunch.

**模拟题5**

[A] “I just don’t know how to motivate them to do a better job. We’re in a budget crunch and I have absolutely no financial rewards at my disposal. In fact, we’ll probably have to lay some people off in the near future. It’s hard for me to make the job interesting and challenging because it isn’t — it’s boring, routine paperwork, and there isn’t much you can do about it.

[B] “Finally, I can’t say to them that their promotions will hinge on the excellence of their paperwork. First of all, they know it’s not true. If their performance is adequate, most are more likely to get promoted just by staying on the force a certain number of years than for some specific outstanding act. Second, they were trained to do the job they do out in the streets, not to fill out forms. All through their career it is the arrests and interventions that get noticed.

[C] “I’ve got a real problem with my officers. They come on the force as young, inexperienced men, and we send them out on the street, either in cars or on a beat. They seem to like the contact they have with the public, the action involved in crime prevention, and the apprehension of criminals. They also like helping people out at fires, accidents, and other emergencies.

[D] “Some people have suggested a number of things like using conviction records as a performance criterion. However, we know that’s not fair — too many other things are involved. Bad paperwork increases the chance that you lose in court, but good paperwork doesn’t necessarily mean you’ll win. We tried setting up team competitions based on the excellence of the reports, but the guys caught on to that pretty quickly. No one was getting any type of reward for winning the competition, and they figured why should they labor when there was no payoff.

[E] “The problem occurs when they get back to the station. They hate to do the paperwork, and because they dislike it, the job is frequently put off or done inadequately. This lack of attention hurts us later on when we get to court. We need clear, factual reports. They must be highly detailed and unambiguous. As soon as one part of a report is shown to be inadequate or incorrect, the rest of the report is suspect. Poor reporting probably causes us to lose more cases than any other factor.

[F] “So I just don’t know what to do. I’ve been groping in the dark in a number of years. And I hope that this seminar will shed some light on this problem of mine and help me out in my future work.”

[G] A large metropolitan city government was putting on a number of seminars for administrators, managers and/or executives of various departments throughout the city. At one of these sessions the topic to be discussed was motivation -- how we can get public servants motivated to do a good job. The difficulty of a police captain became the central focus of the discussion.

G→41\_\_→42\_\_→43\_\_→44\_\_→45\_\_→F

**第二章 小标题**

**第二节 真题训练**

**2007年**

[A] Set a Good Example for Your Kids

[B] Build Your Kids’ Work Skills

[C] Place Time Limits on Leisure Activities

[D] Talk about the Future on a Regular Basis

[E] Help Kids Develop Coping Strategies

[F] Help Your Kids Figure Out Who They Are

[G] Build Your Kids’ Sense of Responsibility

How Can a Parent Help?

Mothers and fathers can do a lot to ensure a safe landing in early adulthood for their kids. Even if a job’s starting salary seems too small to satisfy an emerging adult’s need for rapid content, the transition from school to work can be less of a setback if the start-up adult is ready for the move. Here are a few measures, drawn from my book Ready or Not, Here Life Comes, that parents can take to prevent what I call “work-life unreadiness.”

41 \_\_\_\_\_\_\_\_\_\_

You can start this process when they are 11 or 12. Periodically review their emerging strengths and weaknesses with them and work together on any shortcomings, like difficulty in communicating well or collaborating. Also, identify the kinds of interests they keep coming back to, as these offer clues to the careers that will fit them best.

42\_\_\_\_\_\_\_\_\_

Kids need a range of authentic role models – as opposed to members of their clique, pop stars and vaunted athletes. Have regular dinner-table discussions about people the family knows and how they got where they are. Discuss the joys and downsides of your own career and encourage your kids to form some ideas about their own future. When asked what they want to do, they should be discouraged from saying “I have no idea.” They can change their minds 200 times, but having only a foggy view of the future is of little good.

43\_\_\_\_\_\_\_\_\_\_

Teachers are responsible for teaching kids how to learn; parents should be responsible for teaching them how to work. Assign responsibilities around the house and make sure homework deadlines are met. Encourage teenagers to take a part-time job. Kids need plenty of practice delaying gratification and deploying effective organizational skills, such as managing time and setting priorities.

44\_\_\_\_\_\_\_\_\_\_

Playing video games encourages immediate content. And hours of watching TV shows with canned laughter only teaches kids to process information in a passive way. At the same time, listening through earphones to the same monotonous beats for long stretches encourages kids to stay inside their bubble instead of pursuing other endeavors. All these activities can prevent the growth of important communication and thinking skills and make it difficult for kids to develop the kind of sustained concentration they will need for most jobs.

45\_\_\_\_\_\_\_\_\_\_

They should know how to deal with setbacks, stress and feelings of inadequacy. They should also learn how to solve problems and resolve conflicts, ways to brainstorm and think critically. Discussions at home can help kids practice doing these things and help them apply these skills to everyday life situations.

What about the son or daughter who is grown but seems to be struggling and wandering aimlessly through early adulthood? Parents still have a major role to play, but now it is more delicate. They have to be careful not to come across as disappointed in their child. They should exhibit strong interest and respect for whatever interests their fledging adult (as naive or ill conceived as it may seem) while becoming a partner in exploring options for the future. Most of all, these new adults, must feel they are respected and supported by a family that appreciates them.

**英语一 2016**

[A] Create a new image of yourself

[B] Have confidence in yourself

[C] Decide if the time is right

[D] Understand the context

[E] Work with professionals

[F] Make it efficient

[G] Know your goals

No matter how formal or informal the work environment, the way you present yourself has an impact. This is especially true in the first impressions. According to research from Princeton University, people assess your competence, trustworthiness, and likability in just a tenth of a second, solely based on the way you look.

The difference between today’s workplace and the “dress for success” era is that the range of options is so much broader. Norms have evolved and fragmented. In some settings, red sneakers or dress T-shirts can convey status, in others not so much. Plus, whatever image we present is magnified by social-media services like LinkedIn. Chances are, your headshots are seen much more often now than a decade or two ago. Millennials, it seems, face the paradox of being the least formal generation yet the most conscious of style and personal branding. It can be confusing.

So how do we navigate this? How do we know when to invest in an upgrade? And what’s the best way to pull off one that enhances our goals? Here are some tips:

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As an executive coach, I’ve seen image upgrades be particular helpful during transitions- when looking for a new job, stepping into a new or more public role, or changing work environments. If you’re in a period of change or just feeling stuck and in a rut, now may be a good time. If you’re not sure, ask for honest feedback from trusted friends, colleagues and professionals. Look for cues about how others perceive you. Maybe there’s no need for an upgrade and that’s OK.

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

Get clear on what impact you’re hoping to have. Are you looking to refresh your image or pivot it? For one person, the goal may be to be taken more seriously and enhance their professional image. For another, it may be to be perceived as more approachable, or more modern and stylish. For someone moving from finance to advertising, maybe they want to look more “SoHo.” (It’s OK to use characterizations like that)

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

Look at your work environment like an anthropologist. What are the norms of your environment? What conveys status? Who are your most important audiences? How do the people you respect and look up to present themselves? The better you understand the cultural context, the more control you can have over your impact.

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

Enlist the support of professionals and share with them your goals and context. Hire a personal stylist, or use the free styling service of a store like J. Crew. Try a hair stylist instead of a barber. Work with a professional photographer instead of your spouse or friend. It’s not as expensive as you might think.

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

The point of a style upgrade isn’t to become more vain or to spend more time fussing over what to wear. Instead, use it as an opportunity to reduce decision fatigue. Pick a standard work uniform or a few go-to options. Buy all your clothes at once with a stylist instead of shopping alone, one article of clothing at a time.

**英语二 2013年**

[A] Live like a peasant

[B] Balance your diet

[C] Shopkeepers are your friends

[D] Remember to treat yourself

[E] Stick to what you need

[F] Planning is everything

[G] Waste not, want not

The hugely popular blog the Skint Foodie chronicles how Tony balances his love of good food with living on benefits. After bills, Tony has £60 a week to spend, £40 of which goes on food, but 10 years ago he was earning £130,000 a year working in corporate communications and eating at London’s best restaurants at least twice a week. Then his marriage failed, his career burned out and his drinking became serious. “The community mental health team saved my life. And I felt like that again, to a certain degree, when people responded to the blog so well. It gave me the validation and confidence that I’d lost. But it’s still a day-by-day thing.” Now he’s living in acouncil flat and fielding offers from literary agents. He’s feeling positive, but he’ll carry on blogging—not about eating as cheaply as you can—“there are so many people in a much worse state, with barely any money to spend on food”—but eating well on a budget. Here’s his advice for economical foodies.

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

Impulsive spending isn’t an option, so plan your week’s menu in advance, making shopping lists for your ingredients in their exact quantities. I have an Excel template for a week of breakfast, lunch and dinner. Stop laughing: it’s not just cost effective but helps you balance your diet. It’s also a good idea to shop daily instead of weekly, because, beinghuman, you’ll sometimes change your mind about what you fancy.

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

This is where supermarkets and their anonymity come in handy. With them, there’s not the same embarrassment as when buying one carrot in a little greengrocer. And if you plan properly, you’ll know that you only need, say, 350g of shin of beef and six rashers of bacon, not whatever weight is pre-packed in the supermarket chiller.

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

You may proudly claim to only have frozen peas in the freezer—that’s not good enough. Mine is filled with leftovers, bread, stock, meat and fish. Planning ahead should eliminate wastage, but if you have surplus vegetables you’ll do a vegetable soup, and all fruits threatening to “go off”will be cooked or juiced.

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

Everyone says this, but it really is a top tip for frugal eaters. Shop at butchers, delis and fish-sellers regularly, even for small things, and be super friendly. Soon you’ll feel comfortable asking if they’ve any knuckles of ham for soups and stews, or beef bones, chicken carcasses and fish heads for stock which, more often than not, they will let you have for free.

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

You won’t be eating out a lot, but save your pennies and once every few months treat yourself to a set lunch at a good restaurant—£1.75 a week for three months gives you £21—more than enough for a three-course lunch at Michelin-starred Arbutus. It’s £16.95 there—or £12.99 for a large pizza from Domino’s: I know which I’d rather eat.

**英语二2016年**

[A] Be silly

[B] Have fun

[C] Express your emotions

[D]Don't over think it

[E] Be easily pleased

[F] Notice things

[G] Ask for help

As adults, it seems that we are constantly pursuing happiness, often with mixed results. Yet children appear to have it down to an art-and for the most part they don't need self-help books or therapy. Instead, they look after their wellbeing instinctively, and usually more effectively than we do as grownups. Perhaps it's time to learn a few lessons from them.

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

What does a child do when he's sad? He cries. When he's angry? He shouts. Scared? Probably a bit of both. As we grow up, we learn to control our emotions so they are manageable and don't dictate our behaviours, which is in many ways a good thing. But too often we take this process too far and end up suppressing emotions, especially negative ones. That's about as effective as brushing dirt under a carpet and can even make us ill. What we need to do is find a way to acknowledge and express what we feel appropriately, and then-again. like children-move.

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

　　A couple of Christmases ago, my youngest step daughter, who was nine years old at the time, got a Superman T-shirt for Christmas. It cost less than a fiver but she was overjoyed, and couldn't stop talking about it. Too often we believe that a new job, bigger house or better car will be the magic silver bullet that will allow us to finally be content, but the reality is these things have very little lasting impact on our happiness levels. Instead, being grateful for small things every day is a much better way to improve wellbeing.

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

　　Have you ever noticed how much children laugh? If we adults could indulge in a bit of silliness and giggling, we would reduce the stress hormones in our bodies, increase good hormones like endorphins, improve blood flow to our hearts and even have a greater chance of fighting off infection. All of which, of course, have a positive effect on happiness levels.

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

The problem with being a grown up is that there's an awful lot of serious stuff to deal with-work, mortgage payments, figuring out what to cook for dinner. But as adults we also have the luxury of being able to control our own diaries and it's important that we schedule in time to enjoy the things we love. Those things might be social, sporting, creative or completely random (dancing around the living room, anyone?)--it doesn't matter, so long as they're enjoyable, and not likely to have negative side effects, such as drinking too much alcohol or going on a wild spending spree if you're on a tight budget.

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

Having said all of the above, it's important to add that we shouldn't try too hard to be happy. Scientists tell us this can backfire and actually have a negative impact on our wellbeing. As the Chinese philosopher Chuang Tzu is reported to have said: "Happiness is the absence of striving for happiness." And in that, once more, we need to look to the example of our children, to whom happiness is not a goal but a natural by product of the way they live.

**英语二2020年**

[A] Give compliments, just not too many.

[B] Put on a good face, always.

[C] Tailor your interactions.

[D] Spend time with everyone.

[E] Reveal, don't hide, information.

[F] Slow down and listen.

[G] Put yourselves in others' shoes.

Five Ways to Win Over Everyone in the Office

Is it possible to like everyone in your office? Think about how tough it is to get together 15 people, much less 50, who all get along perfectly. But unlike in friendships, you need coworkers. You work with them every day and you depend on them just as they depend on you. Here are some ways that you can get the whole office on your side.

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If you have a bone to pick with someone in your workplace, you may try stay tight-lipped around them. But you won't be helping either one of you. A Harvard Business School study found that observers consistently rated those who were frank about themselves more highly, while those who hid lost trustworthiness. The lesson is not that you should make your personal life an open book, but rather, when given the option to offer up details about yourself or painstakingly conceal them, you should just be honest.

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Just as important as being honest about yourself is being receptive to others. We often feel the need to tell others how we feel, whether it's a concern about a project, a stray thought, or a compliment. Those are all valid, but you need to take time to hear out your coworkers, too. In fact, rushing to get your own ideas out there can cause colleagues to feel you don't value their opinions. Do your best to engage coworkers in a genuine, back-and-forth conversation, rather than prioritizing your own thoughts.

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It's common to have a "cubicle mate" or special confidant in a work setting. But in addition to those trusted coworkers, you should expand your horizons and find out about all the people around you. Use your lunch and coffee breaks to meet up with colleagues you don't always see. Find out about their lives and interests beyond the job. It requires minimal effort and goes a long way. This will help to grow your internal network, in addition to being a nice break in the work day.

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Positive feedback is important for anyone to hear. And you don't have to be someone's boss to tell them they did an exceptional job on a particular project. This will help engender good will in others. But don't overdo it or be fake about it. One study found that people responded best to comments that shifted from negative to positive, possibly because it suggested they had won somebody over.

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This one may be a bit more difficult to pull off, but it can go a long way to achieving results. Remember in dealing with any coworker what they appreciate from an interaction. Watch out for how they verbalize with others. Some people like small talk in a meeting before digging into important matters, while other are more straightforward. Jokes that work one person won't necessarily land with another. So, adapt your style accordingly to type. Consider the person that you' re dealing with in advance and what will get you to your desired outcome

**英语二2018年**

[A] Just say it

[B] Be present

[C] Pay a unique compliment

[D] Name, places, things

[E] Find the “me too”s

[F] Skip the small talk

[G] Ask for an opinion

Five ways to make conversation with anyone

Conversations are links, which means when you have a conversation with a new person a link gets formed and every conversation you have after that moment will strengthen the link.

You meet new people every day: the grocery worker, the cab driver, new people at work or the security guard at the door. Simply starting a conversation with them will form a link.

Here are five simple ways that you can make the first move and start a conversation with strangers.

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Suppose you are in a room with someone you don't know and something within you says “I want to talk with this person”- this is something the mostly happens with all of us. You wanted to say something- the first word- but it just won't come out. It feels like it is stuck somewhere, I know the feelings and here is my advice just get it out.

Just think: that is the worst that could happen? They won't talk with you? Well, they are not talking with you now!

I truly believe that once you get that first word out everything else will just flow. So keep it simple: “Hi”, “Hey” or “Hello”—— do the best you can to gather all of the enthusiasm and energy you can, put on a big smile and say “Hi”.

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It’s a problem all of us face: you have limited time with the person that you want to talk with and you want to make this talk, memorable.

Honestly, if we got stuck, in the rut, of “hi”, “hello”, “how are you” “and what's going on?” you will fail to give the initial Jolt to the conversation that can make it so memorable.

So don't be afraid, to ask more personal questions. Trust me, you’ll be surprised to see how much people are willing to share if you just ask.

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When you meet a person for the first time, make an effort to find the things which you and that person, have in common so that you can build the conversation, from that point. When you start a conversation from there and then move outward, you will find all of a sudden that the conversation becomes a lot easier.

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Imagine you are pouring your heart out to someone and they are just busy on their phone, and if you ask, for their attention, you get the response “I can Multitask”.

So when someone tries, to communicate with you, just be in that communication wholeheartedly. Make eye contact, you can feel the conversation.

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You all came into a conversation, where you first met the person, but after some time you may have met again, and have forgotten their name. Isn't that awkward!

So remember the little details of the people you might, or you talked with; perhaps the places they have been to, the place they want to go, the things they like, the thing they hate - whatever you talk about

When you remember such thing you can automatically become investor in their wellbeing. So they feel a responsibility to you to keep bad relationship going.

That's it. Five amazing ways that you can make conversation with almost anyone. Every person is a really good book to read, or to have a conversation with!

**英语二2021年**

[A] Stay calm

[B] Stay humble

[C] Don’t make judgments

[D] Be realistic about the risks

[E] Decide whether to wait

[F] Ask permission to disagree

[G] Identify a shared goal

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 timeline you think 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.

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You may decide it’s best to hold off on voicing your opinion. Maybe you haven’t finished thinking the problem through, the whole discussion was a surprise to you, 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.

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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. When you do speak up, don’t assume the link will be clear. You’ll want to state it overtly, contextualizing your statements so that you’re seen not as a disagreeable underling but as a colleague who’s trying to advance a shared goal. The discussion will then become more like a chess game than a boxing match.

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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 them to verbally opt in. And, assuming they say yes, it will make you feel more confident about voicing your disagreement.

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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 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 calm down and does the same for you. It also makes you seem confident, even if you aren’t.

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Emphasize that you’re offering your opinion, not gospel truth. It may be a well-informed, well-researched opinion, but it’s still an opinion, so talk tentatively and slightly understate your confidence. Instead of saying something like, “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) demonstrates equal curiosity about other views. Remind the person that this is your point of view, and then invite critique. Be open to hearing other opinions.

**英语二2022年**

[A] Make it a habit

[B] Don’t go it alone

[C] Start low, go slow

[D] Talk with your doctor

[E] Listen to your body

[F] Go through the motions

[G] Round out your routine

How to Get Active Again

Getting back into exercise after a break can be a challenge in the best of times, but with gyms and in-person exercise classes off-limits to many people these days, it can be tricky to know where to start. And it is important to get the right dose of activity. “Too much too soon either results in injury or burnout,” says Mary Yoke, PhD, a faculty member in the kinesiology department at Indiana University in Bloomington. The following simple strategies will help you return to exercise safely after a break.

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Don’t try to go back to what you were doing before your break. If you were walking 3 miles a day, playing 18 holes of golf three times a week, or lifting 10-pound dumbbells for three sets of 10 reps, reduce activity to half a mile every other day, or nine holes of golf once a week with short walks on other days, or use 5-pound dumbbells for one set of 10 reps. Increase time, distance, and intensity gradually. “This isn’t something you can do overnight,” says Keri L. Denay, MD, lead author of a recent American College of Sports Medicine advisory that encourages Americans to not overlook the benefits of activity during the pandemic. But you’ll reap benefits such as less anxiety and improved sleep right away.

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If you’re breathing too hard to talk in complete sentences, back off. If you feel good, go a little longer or faster. Feeling wiped out after a session? Go easier next time. And stay alert to serious symptoms, such as chest pain or pressure, severe shortness of breath or dizziness, or faintness, and seek medical attention immediately.

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Consistency is the key to getting stronger and building endurance and stamina. Ten minutes of activity per day is a good start, says Marcus Jackovitz, DPT, a physical therapist at the University of Miami Hospital. All the experts we spoke with highly recommend walking because it’s the easiest, most accessible form of exercise. Although it can be a workout on its own, if your goal is to get back to Zumba classes, tennis, cycling, or any other activity, walking is also a great first step.

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Even if you can’t yet do a favorite activity, you can practice the moves. With or without a club or racket, swing like you’re hitting the ball. Paddle like you’re in a kayak or canoe. Mimic your favorite swimming strokes. The action will remind you of the joy the activity brought you and prime your muscles for when you can get out there again.

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Exercising with others “can keep you accountable and make it more fun, so you’re more likely to do it again,” Jackovitz says. You can do activities such as golf and tennis or take a walk with others and still be socially distant. But when you can’t connect in person, consider using technology. Chat on the phone with a friend while you walk around your neighborhood. FaceTime with a relative as your strength train or stretch at home. You can also join a livestream or on-demand exercise class.