

2021 年管理类联考英语（二）真题解析

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'll 3 see how this works with drivers. Watch people get on and show their tickets. Are there inspectors to 4 that people have paid? Possibly, but very few. And people who run for the bus? They are 5. How about jumping lights? Buses do so almost as frequently as cyclists.

Why? Because the target is 6. People complained that buses were late and infrequent 7, the number of buses and bus lanes were increased, and drivers were 8 or punished according to the time they took. And drivers hit their targets. But they 9 hit cyclists. If the target was changed to 10, you would have more inspectors and more sensitive pricing. If the criterion changed to safety, you would get more 11 drivers who obeyed traffic laws. But both these criteria would beat the expense of time.

There is another 12: people become immensely inventive in hitting targets. Have you 13 that you can leave on a flight an hour late but still arrive on time? Tailwinds? Of course not! Airlines have simply changed the 14 is meant to take. A one-hour flight is now billed as a two-hour flight.

The 15 of the story is simple. Most jobs are multidimensional, with multiple criteria. Choose one criterion and you may well 16 others. Everything can be done faster and made cheaper, but it 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

Section 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 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 United States were at generational lows and worker shortages were everywhere. As of May, those rates had spiked up to 13.3 per cent and 13.7 per cent, 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 per cent of their cabin staff, Scandinavian Airlines decided to start up a be 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 per cent 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 appeared to be insufficient

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

24. We can learn from Paragraph 3 that there was _____

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

25. Scandinavian Airlines decided to _____

- A. create jobs vacancies for the unemployed
- B. retrain their cabin staff for better services
- C. prepare their laid-off workers for other jobs**
- 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 smart phone 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 great 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 an end 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 called "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 1000 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 can 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.C. Decide whether to wait

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.F. Identify a shared goal

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.G. Ask permission to disagree

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. A. Stay calm

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. B. Stay humble.

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 understate 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 of view, and then invite critique. Be open to hearing other opinions.

46. **Directions:** In this section there is a passage in English. Translate it into Chinese and write your version on ANSWER SHEET 2.(15 points)

We tend to think that friends and family members are our biggest sources 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 belong that we didn't expect.

In our 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 the instruction felt better than those who had been told to stand or sit in silence.There searchers also argued that when we shy away from casual interaction 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.

我们通常认为朋友和家庭成员是我们交流，快乐和温暖的源泉。然而这或许是正确的。但是，最近研究人员也发现与陌生人交流实际上可以改善情绪并找到出人意料的归属感。

在我们的一系列研究中，研究人员建议，芝加哥区域的通勤者可以借助乘坐公共交通工具与身边的人交流。通常来说，那些听从指示的乘客远比那些被告知独自站立或静坐的人感觉要好得多。我们在日常生活中之所以羞于与陌生人交流是因为我们不恰当的焦虑感——他们或许不愿意和我们交流。然而，大多数时候，这个想法是错误的。

正如实验结果显示，很多人实际上非常乐意交流——甚至有可能因你的关注而感到满足。

47.Directions:

Suppose you are organizing an online meeting. Writing 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)

【范文】

Dear Jack,

To avoid the spread of novel coronavirus,I am going to hold an online meeting instead of the traditional method,and you,as an outstanding international student,I cordially invite you to give an online lecture to us at our university.

I believe that the students will not only learn from you,but also be inspired by your extensive knowledge.I hope that you will be available for a lecture at 10:00 a.m.this Saturday in our Internet space.You will be welcome to participate fully in the activities of the conference,where 45 minutes is allocated for your lecture and 15 minutes for the Question-and-Answer session.

I hope you are interested in this online meeting.We all look forward to seeing you at this online meeting.

Your acceptance of this invitation will be greatly appreciated.

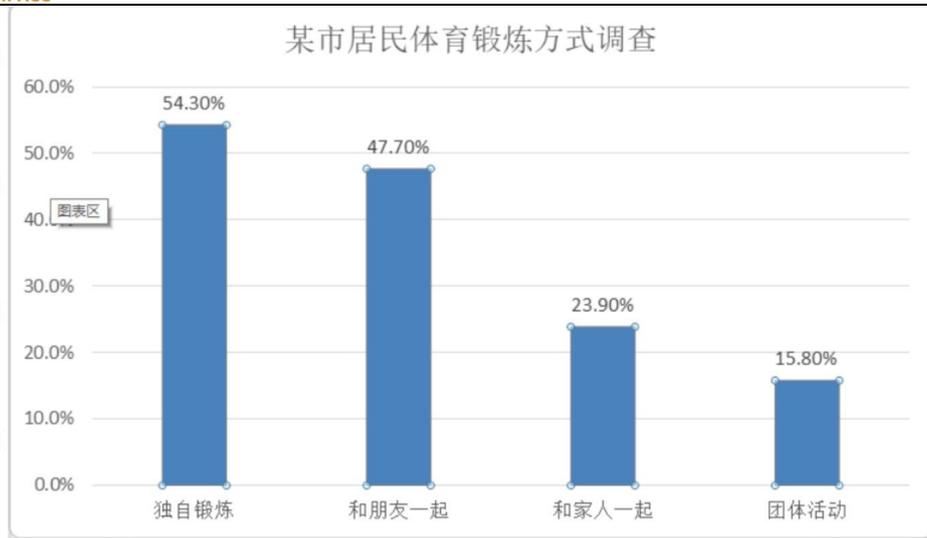
Yours sincerely,
Li Ming

48.Directions:

Write an essay based on the following chart.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)



【范文】

From the information given in the chart, we can see the survey on the methods of workout among citizens in a certain city. It can be seen that physical exercise alone dominates the most by occupying the 54.3%, next to which is workout with friends at about 47.7%. And 23.9% and 15.8% are attributed to exercises with family and group activities.

There are two primary reasons behind this. On one hand, it is strongly convinced that that is mainly due to the fact that people growingly attach importance to physical health by doing some outdoor exercises, especially when we are all faced with the Covid-19 all over the world and universal sub-health situation. On the other hand, due to the burdensome workload and overwhelming social requirements, it is more common for people to enjoy the carefree time.

Taking all analysis above, we can draw a conclusion that this phenomenon is attributed to the contemporary health condition among people and nowadays social needs. And it is advisable for us to promote health with friends and family to forge closer bound.

温馨提示

本答案仅供参考，最后以官方公布的答案为准。