

○ 考研教辅

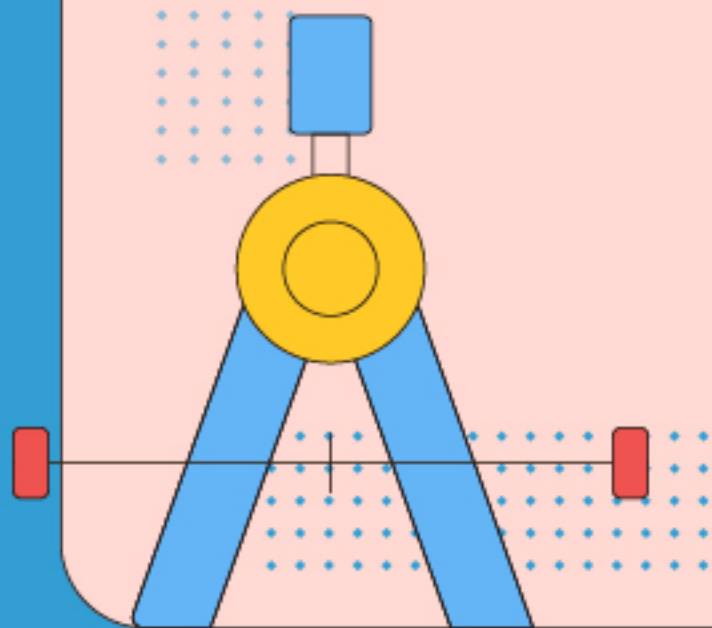
研

真题研究

考研

教
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硕士研究生



2023 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
（科目代码：204）

考生注意事项：

- 1.答题前，考生须在试题册指定位置上填写编号和考生姓名；在答题卡指定位置上填写报考单位、考生姓名和考生编号，并涂写考生编号信息点。
- 2.考生须把试题册上的“试卷条形码”粘贴条取下，粘贴在答题卡的“试卷条形码粘贴位置”框中。不按规定粘贴条形码而影响评卷结果的，责任由考生自负。
- 3.选择题的答案必须涂写在答题卡相应题号的选项上，非选择题的答案必须书写在答题卡指定位置的边框区域内。超出答题区域书写的答案无效；在草稿纸、试题册上答题无效。
- 4.填（书）写部分必须使用黑色字迹签字笔书写，字迹工整、笔迹清楚；涂写部分必须使用 2B 铅笔填涂。
- 5.考试结束，将答题卡和试题册按规定交回。

Section I Use of English Directions:

Read the following text. Choose the best word (s) for each numbered blank and mark A , B , C or D on the ANSWER SHEET.(10 points)

Here's a common scenario that any number of entrepreneurs face today: you're the CEO of a small business, and though you're making a nice 1, you need to find a way to take it to the next level. What you need to do is 2 growth by establishing a growth team. A growth team is made up of members from different departments within your company, and it harnesses the power of collaboration to focus 3 on finding ways to grow.

Let's look at a real-world 4. Prior to forming a growth team, the software company BitTorrent had 50 employees working in the 5 departments of engineering, marketing and product development. This brought them good results until 2012, when their growth plateaued. The 6 was that too many customers were using the basic, free version of their product. And 7 improvements to the premium, paid version, few people were making the upgrade.

Things changed, 8, when an innovative project-marketing manager came aboard, 9 a growth team and sparked the kind of 10 perspective they needed. By looking at engineering issues from a marketing point of view, it became clear that the 11 of upgrades wasn't due to a quality issue. Most customers were simply unaware of the premium version and what it offered.

Armed with this 12, the marketing and engineering teams joined forces to raise awareness by

prominently 13 the premium version to users of the free version 14, upgrades skyrocketed, and revenue increased by 92 percent.

But in order for your growth team to succeed, it needs to have a strong leader. It needs someone who can 15 the interdisciplinary team and keep them on course for improvement. This leader will 16 the target area, set clear goals and establish a time frame for the 17 of these goals.

The growth leader is also 18 for keeping the team focused on moving forward and steering them clear of distractions. 19 attractive new ideas can be distracting, the team leader must recognize when these ideas don't 20 the current goal and need to be put on the back burner.

- | | | | |
|----------------------|-----------------|-----------------|--------------------|
| 1. [A] purchase | [B] profit | [C] connection | [D] bet |
| 2. [A] define | [B] predict | [C] prioritize | [D] appreciate |
| 3. [A] exclusively | [B] temporarily | [C] potentially | [D] initially |
| 4. [A] experiment | [B] proposal | [C] debate | [D] example |
| 5. [A] identical | [B] marginal | [C] provisional | [D] traditional |
| 6. [A] rumor | [B] secret | [C] myth | [D] problem |
| 7. [A] despite | [B] unlike | [C] through | [D] besides |
| 8. [A] moreover | [B] however | [C] therefore | [D] again |
| 9. [A] inspected | [B] created | [C] expanded | [D] reformed |
| 10. [A] cultural | [B] objective | [C] fresh | [D] personal |
| 11. [A] end | [B] burden | [C] lack | [D] decrease |
| 12. [A] policy | [B] suggestion | [C] purpose | [D] insight |
| 13. [A] contributing | [B] allocating | [C] promoting | [D] transferring |
| 14. [A] As a result | [B] At any rate | [C] By the way | [D] In a sense |
| 15. [A] unite | [B] finance | [C] follow | [D] choose |
| 16. [A] share | [B] identify | [C] divide | [D] broaden |
| 17. [A] announcement | [B] assessment | [C] adjustment | [D] accomplishment |
| 18. [A] famous | [B] responsible | [C] available | [D] respectable |
| 19. [A] Before | [B] Once | [C] While | [D] Unless |
| 20. [A] serve | [B] limit | [C] summarize | [D] alter |

Section II Reading Comprehension Part A

Directions:

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

Text 1

In the quest for the perfect lawn, homeowners across the country are taking a shortcut - and it is the environment that is paying the price. About eight million square metres of plastic grass is sold each year but opposition has now spread to the highest gardening circles. The Chelsea Flower Show has banned fake grass from this year's event, declaring it to be not part of its ethos. The Royal Horticultural Society (RHS), which runs the annual show in west London, says it has introduced the ban because of the damage plastic grass does to the environment and biodiversity.

Ed Horne, of the RHS, said: "We launched our sustainability strategy last year and fake grass is just not in line with our ethos and views on plastic. We recommend using real grass because of its environmental benefits, which include supporting wildlife, alleviating flooding and cooling the environment."

The RHS's decision comes as campaigners try to raise awareness of the problems fake grass causes. A Twitter account, which claims to "cut through the green-wash" of artificial grass, already has more than 20,000 followers. It is trying to encourage people to sign two petitions, one calling for a ban on the sale of plastic grass and another calling for an "ecological damage" tax on such lawns. They have gathered 7,276 and 11,282 signatures.

However, supporters of fake grass point out that there is also an environmental impact with natural lawns, which need mowing and therefore usually consume electricity or petrol. The industry also points out that real grass requires considerable amounts of water, weed killer or other treatments and that people who lay fake grass tend to use their garden more. The industry also claims that people who lay fake grass spend an average of £500 on trees or shrubs for their garden, which provides habitat for insects.

In response to another petition last year about banning fake lawns, which gathered 30,000 signatures, the government responded that it has "no plans to ban the use of artificial grass."

It added: "We prefer to help people and organizations make the right choice rather than legislating on such matters. However, the use of artificial grass must comply with the legal and policy safeguards in place to

protect biodiversity and ensure sustainable drainage, while measures such as the strengthened biodiversity duty should serve to encourage public authorities to consider sustainable alternatives.”

21. The RHS thinks that plastic grass_____.

- [A] is harmful to the environment
- [B] is a hot topic in gardening circles
- [C] is overpraised in the annual show
- [D] is ruining the view of west London

22. The petitions mentioned in Paragraph 3 reveal the campaigners’_____.

- [A] disappointment with the RHS
- [B] resistance to fake grass use
- [C] anger over the proposed tax
- [D] concern about real grass supply

23. In Paragraph 4, supporters of fake grass point out_____.

- [A] the necessity to lower the costs of fake grass
- [B] the disadvantages of growing real grass
- [C] the way to take care of artificial lawns
- [D] the challenges of insect habitat protection

24. What would the government do with regard to artificial grass?

- [A] Urge legislation to restrict its use.
- [B] Take measures to guarantee its quality.
- [C] Remind its users to obey existing rules
- [D] Replace it with sustainable alternatives.

25. It can be learned from the text that fake grass_____.

- [A] is being improved continuously
- [B] has seen a market share decline
- [C] is becoming increasingly affordable
- [D] has been a controversial product

Text 2

It's easy to dismiss as absurd the federal government's ideas for plugging the chronic funding gap of our national parks. Can anyone really think it's a good idea to allow Amazon deliveries to your tent in Yosemite or food trucks to line up under the redwood trees at Sequoia National Park?

But the government is right about one thing: U.S. national parks are in crisis. Collectively, they have a maintenance backlog of more than \$12 billion. Roads, trails, restrooms, visitor centers and other infrastructure are crumbling.

But privatizing and commercializing the campgrounds would not be a cure-all. Campgrounds are a tiny portion of the overall infrastructure backlog, and businesses in the parks hand over, on average, only about 5% of their revenues to the National Park Service.

Moreover, increased privatization would certainly undercut one of the major reasons why 300 million visitors come to the parks each year: to enjoy nature and get a break from the commercial drumbeat that overwhelms daily life.

The real problem is that the parks have been chronically starved of funding. An economic survey of 700 U.S. taxpayers found that people would be willing to pay a significant amount of money to make sure the parks and their programs are kept intact. Some 81% of respondents said they would be willing to pay additional taxes for the next 10 years to avoid any cuts to the national parks.

The national parks provide great value to U.S. residents both as places to escape and as symbols of nature. On top of this, they produce value from their extensive educational programs, their positive impact on the climate through carbon sequestration, their contribution to our cultural and artistic life, and of course through tourism. The parks also help keep America's past alive, working with thousands of local jurisdictions around the country to protect historical sites and to bring the stories of these places to life.

The parks do all this on a shoestring. Congress allocates only \$3 billion a year to the national park system—an amount that has been flat since 2001 (in inflation-adjusted dollars) with the exception of a one-time boost in 2009. Meanwhile, the number of annual visitors has increased by more than 50% since 1980, and now stands at 330 million visitors per year.

26. what problem are U.S. national parks faced with _____?

- [A] decline of business profits
- [B] inadequate commercialization
- [C] lack of transportation services
- [D] poorly maintained infrastructure

27. Increased privatization of the campgrounds may _____.
- [A] spoil visitor experience
- [B] help preserve nature
- [C] bring operational pressure
- [D] boost visits to parks
28. According to paragraph 5 most respondents in the survey would _____.
- [A] go to the national parks on a regular basis
- [B] advocate a bigger budget for the national parks
- [C] agree to pay extra for the national parks
- [D] support the national parks' receive reforms
29. The national parks are valuable in that they _____.
- [A] lead the way in tourism
- [B] have historical significance
- [C] sponsor research on climate
- [D] provide an income for the locals
30. It can be concluded from the text that the national park system _____.
- [A] is able to cope with staff shortages
- [B] is able to meet visitor's demands
- [C] is in need of a new pricing policy
- [D] is in need of a funding increase

Text 3

The Internet may be changing merely what we remember, not our capacity to do so, suggests Columbia University psychology professor Betsy Sparrow. In 2011, Sparrow led a study in which participants were asked to record 40 factoids in a computer (“an ostrich's eye is bigger than its brain,” for example). Half of the participants were told the information would be erased, while the other half were told it would be saved. Guess what? The latter group made no effort to recall the information when quizzed on it later, because they knew they could find it on their computers. In the same study, a group was asked to remember both the information and the folders it was stored in. They didn't remember the information, but they remembered how to find the folders. In other words, human memory is not deteriorating but “adopting to new communications technology,” Sparrow says.

In a very practical way, the Internet is becoming an external hard drive for our memories, a process known as “cognitive offloading.” Traditionally, this role was fulfilled by data banks, libraries, and other humans. Your father may never remember birthdays because your mother does, for instance. Some worry that this is having a destructive effect on society, but Sparrow sees an upside. Perhaps, she suggests, the trend will change our approach to learning from a focus on individual facts and memorization to an emphasis on more conceptual thinking something that is not available on the Internet. “I personally have never seen all that much intellectual value in memorizing things,” Sparrow says, adding that we haven’t lost our ability to do it.

Still other experts say it’s too soon to understand how the Internet affects our brains. There is no experimental evidence showing that it interferes with our ability to focus, for instance, wrote psychologists Christopher Chabris and Daniel.J. Simons. And surfing the web exercised the brain more than reading did among computer-savvy older adults in a 2008 study involving 24 participants at the Semel Institute for Neuroscience and Human Behavior at the University of California, Los Angeles.

“There may be costs associated with our increased reliance on the Internet, but I’d have to imagine that overall the benefits are going to outweigh those costs,” observes psychology professor Benjamin Storm. “It seems pretty clear that memory is changing, but is it changing for the better? At this point, we don’t know.”

31. Sparrow’s study shows that with the Internet, the human brain will _____.

- [A] analyze information in detail
- [B] collect information efficiently
- [C] switch its focus of memory
- [D] extend its memory duration

32. The process of “cognitive offloading” _____.

- [A] helps us identify false information
- [B] keeps our memory from failing
- [C] enables us to classify trivial facts
- [D] lessens our memory burdens

33. Which of the following would Sparrow support about the Internet?

- [A] It may reform our learning approach
- [B] It may impact our society negatively
- [C] It may enhance our adaptability to technology
- [D] It may interfere with our conceptual thinking

34. It is indicated in Paragraph 3 that how the Internet affects our brains _____.

[A] requires further academic research

[B] is most studied in older adults

[C] is reflected in our reading speed

[D] depends on our web-surfing habits

35. Neither Sparrow nor Storm would agree that _____.

[A] our reliance on the Internet will be costly

[B] the Internet is weakening our memory

[C] memory exercise is a must for our brains

[D] our ability to focus declines with age

Text 4

Teenagers are paradoxical. That's a mild and detached way of saying something that parents often express with considerably stronger language. But the paradox is scientific as well as personal. In adolescence, helpless and dependent children who have relied on grown-ups for just about everything become independent people who can take care of themselves and help each other. At the same time, once cheerful and compliant children become rebellious teenage risk-takers.

A new study published in the journal *Child Development* by Eveline Crone of the University of London and colleagues suggests that the positive and negative sides of teenagers go hand in hand. The questions about how often they did things that were altruistic and positive, like sacrificing their own interests to help a friend or rebellious and negative, like getting drunk or staying out late.

Other studies have shown that rebellious behavior increased as you become a teenager and then fades away as you grow older. But the new study shows that, interestingly, the same pattern holds for prosocial behavior. Teenagers were more likely than younger children or adults to report that they did things like selfishly help a friend.

Most significantly, there was a positive correlation between prosociality and rebelliousness. The teenagers who were more rebellious were also more likely to help others. The good and bad sides of adolescence seem to develop together.

Is there some common factor that underlies these apparently contradictory developments? One idea is that teenager behavior is related to what researchers call reward sensitivity. Decision-making always involves

balancing rewards and risks, benefits and costs “Reward sensitivity” measures how much reward it takes to outweigh risk.

Teenagers are particularly sensitive to social rewards-winning the game, impressing a new friend, getting that boy to notice you. Reward sensitivity, like prosocial behavior and risk-taking, seems to go up in adolescence and then down again as we age. Somehow, when you hit 30, the chance that something exciting and new will happen at that party just doesn't seem to outweigh the effort of getting up off the couch.

36. According to Paragraph 1, children growing into adolescence tend to _____.

- [A] develop opposite personality traits
- [B] see the world in an unreasonable way
- [C] have fond memories of their past
- [D] show affection for their parents

37. It can be learned from Paragraph 2 that Crone's study _____.

- [A] explores teenagers' social responsibilities
- [B] examines teenagers' emotional problems
- [C] provides a new insight into adolescence
- [D] highlights negative adolescent behavior

38. What does crone's study find about prosocial behavior?

- [A] It results from the wish to cooperate
- [B] It is cultivated through education
- [C] It is subject to family influence
- [D] It tends to peak in adolescence

39. It can be learned from the last two paragraphs that teenagers _____.

- [A] overstress their influence on others
- [B] care a lot about social recognition
- [C] become anxious about their future
- [D] endeavor to live a joyful life

40. What is the text mainly about _____?

- [A] Why teenagers are self-contradictory.
- [B] Why teenagers are risk-sensitive.
- [C] How teenagers develop prosociality.

[D] How teenagers become independent.

Part B

Directions:

Read the following text and match each of the numbered items in the left column to its corresponding information in the right column. There are two extra choices in the right column. Mark your answers on the ANSWER SHEET. (10 points)

Net-zero rules set to send cost of new homes and extensions soaring

New building regulations aimed at improving energy efficiency are set to increase the price of new homes, as well as those of extensions and loft conversions on existing ones.

The rules, which came into effect on Wednesday in England, are part of government plans to reduce the UK's carbon emissions to net zero by 2050. They set new standards for ventilation, energy efficiency and heating, and state that new residential buildings must have charging points for electric vehicles.

The moves are the most significant change to building regulations in years, and industry experts say they will inevitably lead to higher prices at a time when a shortage of materials and high labour costs are already driving up bills.

Brian Berry, chief executive of the Federation of Master Builders, says the measures will require new materials, testing methods, products and systems to be installed. "All this comes at an increased cost during a time when prices are already sky high. Inevitably, consumers will have to pay more," he says.

Gareth Belsham, of surveyors Naismiths, says people who are upgrading, or extending their home, will be directly affected. "The biggest changes relate to heating and insulation," he explains. "There are new rules concerning the amount of glazing used in extensions, and any new windows or doors must be highly insulated."

Windows and doors will have to adhere to higher standards, while there are new limits on the amount of glazing you can have to reduce unwanted heat from the sun.

Thomas Goodman, of MyJobQuote, says this will bring in new restrictions for extensions. "Glazing on windows, doors and rooflights must cover no more than 25% of the floor area to prevent heat loss," he says.

As the rules came into effect last Wednesday, property developers were rushing to file plans just before the deadline. Any plans submitted before that date are considered to be under the previous rules, and can go

ahead as long as work starts before 15 June next year.

Builders which have costed projects, but have not filed the paperwork, may need to go back and submit fresh estimates, says Marcus Jefford of Build Aviator.

Materials prices are already up 25% in the last two years. How much overall prices will increase as a result of the rule changes is not clear." Whilst admirable in their intentions, they will add to the cost of housebuilding at a time when many already feel that they are priced out of homeownership," says Jonathan Rolande of the National Association of Property Buyers. "An average extension will probably see around £3,000 additional cost thanks to the new regs."

John Kelly, a construction lawyer at Freeths law firm, believes prices will eventually come down. But not in the immediate future." As the marketplace adapts to the new requirements, and the technologies that support them, the scaling up of these technologies will eventually bring costs down, but in the short term, we will all have to pay the price of the necessary transition." he says.

However, the long-term effects of the changes will be more comfortable and energy-efficient homes, adds Andrew Mellor, of PRP architects. "Homeowners will probably recoup that cost over time in energy bill savings. It will obviously be very volatile at the moment, but they will have that benefit over time."

	A. The rise of home prices is a temporary matter.
41. Brian Berry	B. Builders possibly need to submit new estimates of their projects.
42. Gareth Belsham	C. There will be specific limits on home extensions to prevent heat loss.
43. Marcus Jefford	D. The new rules will take home prices to an even higher level.
44. John Kelly	E. Many people feel that home prices are already beyond what they can afford.
45. Andrew Mellor	F. The new rules will affect people whose home extensions include new windows or doors.
	G. The rule changes will benefit homeowners eventually.

Section III Translation

46.Directions:

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

In the late 18th century, William Wordsworth became famous for his poems about nature. And he was one of the founders of a movement called Romanticism, which celebrated the wonders of the natural world.

Poetry is powerful. Its energy and rhythm can capture a reader, transport them to another world and make them see things differently. Through carefully selected words and phrases, poems can be dramatic, funny, beautiful, moving and inspiring.

No one knows for sure when poetry began but it has been around for thousands of years, even before people could write. It was a way to tell stories and pass down history. It is closely related to song and even when written it is usually created to be performed out loud. Poems really come to life when they are recited. This can also help with understanding them too, because the rhythm and sounds of the words become clearer.

Section IV Writing

Part A

47.Directions:

An art exhibition and a robot show are to be held on Sunday and your friend David asks you which one he should go to. Write him an email to

- 1) make a suggestion, and
- 2) give your reason(s)

Write your answer in about 100 words on the ANSWER SHEET

Do not use your own name. Use " Li Ming " instead. (10 points)

Part B

48.Directions:

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

- 1) describe and interpret the chart, and
- 2) give your comments

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

2011-2021 我国居民健康素养水平



2022 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
（科目代码：204）

考生注意事项：

- 1.答题前，考生须在试题册指定位置上填写编号和考生姓名；在答题卡指定位置上填写报考单位、考生姓名和考生编号，并涂写考生编号信息点。
- 2.考生须把试题册上的“试卷条形码”粘贴条取下，粘贴在答题卡的“试卷条形码粘贴位置”框中。不按规定粘贴条形码而影响评卷结果的，责任由考生自负。
- 3.选择题的答案必须涂写在答题卡相应题号的选项上，非选择题的答案必须书写在答题卡指定位置的边框区域内。超出答题区域书写的答案无效；在草稿纸、试题册上答题无效。
- 4.填（书）写部分必须使用黑色字迹签字笔书写，字迹工整、笔迹清楚；涂写部分必须使用 2B 铅笔填涂。
- 5.考试结束，将答案卡和试题册按规定交回。

Section I Use of English

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A., B., C. or D. on ANSWER SHEET. (10 points)

Harlan Coberl believes that if you're a writer, you'll find the time; and that if can't find the time, then writing isn't a priority and you're not a writer. For him, writing is a 1 job---a job like any other. He has 2 it with plumbing, pointing that a plumber doesn't wake up and say that he can't work with pipes today. 3, like most writers these days, you're holding down a job to pay the bills, it's not 4 to find the time to write. But it's not impossible. It requires determination and single-mindedness.

5 that most bestselling authors began writing when they were doing other things to earn a living. And today, even writers who are fairly 6 often have to do other work to 7 their writing income.

As Harlan Coben has suggested it's a 8 of majorities. To make writing a priority, you'll have to 9 some of your day- to-day-activities and some things you really enjoy . Depending on your 10 and your lifestyle, that might mean spending less time watching television or listening to music, though some people can write 11 they listen to music. You might have to 12 the amount of exercise or sport you do. You'll have to make social media an 13 activity rather than a daily, time-consuming 14 .There'll probably have to be less socializing with your friends an less time with your family. It's a 15 learning curve, and it won't always make you popular.

There's just one thing you should try to keep at least some time for 16 your writing and that's reading.

And write needs to read as much and as widely as they can; it's the one 17 supporter ----something you can't do without.

Time is finite. The older you yet, the 18 it seems to go. We need to use it as carefully and as 19 as we can. That means prioritizing out activities so that we spend most time on the things we really want to do. If you're a writer, that means 20 ----writing.

- | | | | |
|----------------------|------------------|--------------------|--------------------|
| 1.[A]difficult | [B]normal | [C]steady | [D]pleasant |
| 2.[A]combined | [B]compared | [C]confused | [D]confronted |
| 3.[A]If | [B]Though | [C]Once | [D]Unless |
| 4.[A]enough | [B]strange | [C]wrong | [D]easy |
| 5.[A]Accept | [B]Explain | [C]Remember | [D]Suppose |
| 6.[A]well-known | [B]well-advised | [C]well-informed | [D]well-chosen |
| 7.[A]donate | [B]generate | [C]supplement | [D]calculate |
| 8.[A]cause | [B]purpose | [C]question | [D] condition |
| 9.[A]highlight | [B]sacrifice | [C] continue | [D]explore |
| 10.[A]relations | [B]interests | [C]memories | [D]skills |
| 11.[A]until | [B]because | [C]while | [D]before |
| 12.[A]put up with | [B]make up for | [C] hang on to | [D] cut down on |
| 13.[A]intelligent | [B]occasional | [C] intensive | [D]emotional |
| 14.[A]habit | [B]test | [C] decision | [D]plan |
| 15.[A]tough | [B]gentle | [C]rapid | [D]funny |
| 16.[A] in place of | [B] in charge of | [C] in response to | [D] in addition to |
| 17.[A] indispensable | [B] innovative | [C] invisible | [D] instant |
| 18.[A]duller | [B] harder | [C]quieter | [D]quicker |
| 19.[A]peacefully | [B]generously | [C]productively | [D] gratefully |
| 20.[A]at most | [B] in turn | [C]on average | [D]above all |

Section II Reading Comprehension

Part A

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

Text 1

On a recent sunny day, 13,000 chickens roam over Larry Brown's 40 windswept acres in Shiner, Texas. Some rest in the shade of a parked car. Others drink water with the cows. This all seems random, but it's by design, part of what the \$6.1 billion U.S. egg industry bets will be its next big thing: climate-friendly eggs.

These eggs, which are making their debut now on shelves for as much as \$8 a dozen, are still labeled organic and animal-friendly, but they're also from birds that live on farms using regenerative agriculture ----- special techniques to cultivate rich soils that can trap greenhouse gases. Such eggs could be marketed as helping to fight climate change. "I'm excited about our progress," says Brown, who harvests eggs for Denver-based NestFresh Eggs and is adding more cover crops that draw worms and crickets for the chickens to eat. The birds' waste then fertilizes fields. Such improvements "allow our hens to forage for higher-quality natural feed that will be good for the land , the hens , and the eggs that we supply to our customers. "

The egg industry's push is the first major test of whether animal products from regenerative farms can become the next premium offering . In barely more than a decade , organic eggs went from being dismissed as a niche product in natural foods stores to being sold at Walmart . More recently there were similar doubts about probiotics and plant-based meats , but both have exploded into major supermarket categories. If the sustainable-egg rollout is successful, it could open the floodgates for regenerative beef, broccoli, and beyond.

Regenerative products could be a hard sell, because the concept is tough to define quickly, says Julie Stanton, associate professor of agricultural economics at Pennsylvania State University Brandywine. Such farming also brings minimal, if any, improvement to the food products (though some producers say their eggs have more protein). Proponents say regenerative agriculture increases organic matter in the soil, which is nutritious for plants and keeps carbon dioxide locked up. With healthier soil, crops can grow using less energy and without chemical fertilizers. There are no regulatory definitions, so claims and goals can vary. But several third-party certification groups have emerged.

The industry is betting that the same consumers paying more for premium attributes such as free-range, non-GMO, and pasture-raised eggs will embrace sustainability. Surveys show that younger generations are more concerned about climate change, and some of the success of plant-based meat can be chalked up to shoppers wanting to signal their desire to protect the environment. Young adults "really care about the planet, " says John Brunquell, president of Egg Innovations. "They are absolutely altering the food chain beyond what I think even

they understand what they're doing."

21. The climate-friendly eggs are produced _____.

- [A] at a considerably low cost
- [B] at the demand of regular shoppers
- [C] as a replacement for organic eggs
- [D] on specially designed farms

22. Larry Brown is excited about his progress in _____.

- [A] reducing the damage of worms
- [B] accelerating the disposal of waste
- [C] creating a sustainable system
- [D] attracting customers to his products

23 . The example of organic eggs is used in Paragraph 4 to suggest _____ .

- [A] the doubts over natural foods
- [B] the setbacks in the egg industry
- [C] the potential of regenerative products
- [D] the promotional success of supermarkets

24 . It can be learned from the last paragraph that young people _____.

- [A] are reluctant to change their diet
- [B] are likely to buy climate-friendly eggs
- [C] are curious about new foods
- [D] are amazed at agricultural advances

25. John Brunnquell would disagree with Julie Stanton over regenerative

- [A] market prospects
- [B] nutritional value
- [C] standard definition

[D]moral implications

Text2

More Americans are opting to work well into retirement, a growing trend that threatens to upend the old workforce model.

One in three Americans who are at least 40 have or plan to have a job in retirement to prepare for a longer life, according to a survey conducted by Harris Poll for TD Ameritrade. Even more surprising is that more than half of "unretirees"---those who plan to work in retirement or went back to work after retiring --- said they would be employed in their later years even if they had enough money to settle down, the survey showed.

Financial needs aren't the only culprit for the "unretirement" trend. Other reasons, according to the study, include personal fulfillment such as staying mentally fit, preventing boredom or avoiding depression. About 72% of "unretiree" respondents said that they would return to work once retired to keep mentally fit while 59% said it would be tied to making ends meet.

"The concept of retirement is evolving," said Christine Russell, senior manager of retirement at TD Ameritrade. "It's not just about finances. The value of work is also driving folks to continue working past retirement."

One reason for the change in retirement patterns: Americans are living longer. The share of the population 65 and older was 16% in 2018, up 3.2% from the prior year, according to the U.S. Census Bureau. That's also up 30.2% since 2010.

Older Americans are also the fastest-growing segment of the U.S. workforce, and boomers are expected to live longer than previous generations. The percentage of retirement-age people in the labor force has doubled over the past three decades. About 20% of people 65 and older were in the workforce in February, up from an all-time low of 10% in January 1985, according to money manager United Income .

Because of longer life spans, Americans are also boosting their savings to preserve their nest eggs, the TD Ameritrade study showed, which surveyed 2,000 adults between 40 to 79. Six in 10 "unretirees" are increasing their savings in anticipation of a longer life, according to the survey. Among the most popular ways they are doing this, the company said, is by reducing their overall expenses, securing life insurance or maximizing their contributions to retirement accounts.

Unfortunately, many people who are opting to work in retirement are preparing to do so because they are

worried about making ends meet in their later years, said Brent Weiss, a co-founder at Baltimore-based financial-planning firm Facet Wealth. He suggested that preretirees should speak with a financial adviser to set long-term financial goals.

"The most challenging moments in life are getting married, starting a family and ultimately retiring," Weiss said. "It's not just a financial decision, but an emotional one. Many people believe they can't retire."

26 . The survey conducted by Harris Poll indicates that _____ .

- [A] over half of the retirees
- [B] the old workforce is as active as the younger one
- [C] one in three Americans enjoys earlier retirement
- [D] more Americans are willing to work in retirement

27 . It can be inferred from Paragraph 3 that Americans tend to think that _____ .

- [A] retirement may cause problems for them
- [B] boredom can be relieved after retirement
- [C] the mental health of retirees is overlooked
- [D]"unretirement" contributes to the economy

28 . Retirement patterns are changing partly due to _____ .

- [A] labor shortages
- [B] population growth
- [C] longer life expectancy
- [D] rising living costs

29 . Many " unretirees " are increasing their savings by _____ .

- [A] investing more in stocks
- [B] taking up odd jobs
- [C] getting well-paid work
- [D] spending less

30. With regard to retirement, Brent Weiss thinks that many people are _____ .

- [A] unprepared
- [B] unafraid
- [C] disappointed
- [D] enthusiastic

Text 3

We have all encountered them, in both our personal and professional lives. Think about the times you felt tricked or frustrated by a membership or subscription that had a seamless signup process but was later difficult to cancel. Something that should be simple and transparent can be complicated, intentionally or unintentionally, in ways that impair consumer choice. These are examples of dark patterns .

First coined in 2010 by user experience expert Hany Brignull, "dark patterns" is a catch-all term for practices that manipulate user interfaces to influence the decision-making ability of users.

In a 2019 study of 53,000 product pages and 11,000 websites, researchers found that about one in 10 employs these design practices. Though widely prevalent, the concept of dark patterns is still not well understood. Business and nonprofit leaders should be aware of dark patterns and try to avoid the gray areas they engender .

Where is the line between ethical, persuasive design and dark patterns? Businesses should engage in conversations with IT, compliance, risk, and legal teams to review their privacy policy, and include in the discussion the customer/user experience designers and coders responsible for the company's user interface, as well as the marketers and advertisers responsible for sign-ups, checkout baskets, pricing, and promotions. Any or all these teams can play a role in creating or avoiding "digital deception."

Lawmakers and regulators are slowly starting to address the ambiguity around dark patterns, most recently at the state level. In March , the California Attorney General announced the approval of additional regulations under the California Consumer Privacy Act (CCPA) that "ensure that consumers will not be confused or misled when seeking to exercise their data privacy rights." The regulations aim to ban dark patterns --- this means prohibiting companies from using "confusing language or unnecessary steps such as forcing them to click through multiple screens or listen to reasons why they shouldn't opt out. "

At the federal level, in September 2020 the FTC issued a complaint against a company that operates a subscription service that serves content to young children for deploying "tricks to lure families into signing up for its service, and traps to prevent them from canceling." In a statement about the case, FTC Commissioner Chopra said the FTC "needs to methodically use all of our tools to shine a light on unlawful digital dark patterns, and we need to contain the spread of this popular, profitable, and problematic business practice."

The FTC is convening researchers, legal experts, consumer advocates and industry professionals at the end of April for a workshop to explore this issue further. Legislation has also been introduced in the U.S. Senate that would prohibit "manipulating a user's interface to compel compulsive usage, including auto-play, for sites that are

directed at users under the age of 13."

As more states consider promulgating additional regulations, there is a need for greater accountability from within the business community. Dark patterns also can be addressed on a self-regulatory basis, but only if organizations hold themselves accountable, not just to legal requirements but also to industry best practices and standards.

31. It can be learned from the first two paragraphs that dark patterns _____.

- [A] improve user experiences
- [B] leak user information for profit
- [C] undermine users' decision-making
- [D] remind users of hidden costs

32. The 2019 study on dark patterns is mentioned to show _____.

- [A] their major flaws
- [B] their complex designs
- [C] their severe damage
- [D] their strong presence

33 . To handle digital deception, business should _____.

- [A] listen to customer feedback
- [B] talk with relevant teams
- [C] turn to independent agencies
- [D] rely on professional training

34 . The additional regulations under the CCPA are intended to _____.

- [A] guide users through opt-out processes
- [B] protect consumers from being ticked
- [C] grant companies data privacy rights
- [D] restrict access to problematic content

35. According to the last paragraph, a key to coping with dark patterns

- [A] new legal requirements
- [B] businesses' self-discipline
- [C] strict regulatory standards

[D] consumers' safety awareness

Text 4

Although ethics classes are common around the world, scientists are unsure if their lessons can actually change behavior, evidence either way is weak, relying on contrived laboratory tests or sometimes unreliable self-reports. But a new study published in *Cognition* found that, in at least one real-world situation, a single ethics lesson may have had lasting effects.

The researchers investigated one class session's impact on eating meat. They chose this particular behavior for three reasons, according to study co-author Eric Schwitzgebel, a philosopher at the University of California, Riverside: students' attitudes on the topic are variable and unstable, behavior is easily measurable, and ethics literature largely agrees that eating less meat is good because it reduces environmental harm and animal suffering. Half of the students in four large philosophy classes read an article on the ethics of factory-farmed meat, optionally watched an 11-minute video on the topic and joined a 50-minute discussion. The other half focused on charitable giving instead. Then, unbeknownst to the students, the researchers studied their anonymized meal-card purchases for that semester-nearly 14,000 receipts for almost 500 students. "It's an awesome data set," says Nina Strohminger, a psychologist who teaches business ethics at the University of Pennsylvania and was not involved in the study.

Schwitzgebel predicted the intervention would have no effect; he had previously found that ethics professors do not differ from other professors on a range of behaviors, including voting rates, blood donation and returning library books. But among student subjects who discussed meat ethics, meal purchases containing meat decreased from 52 to 45 percent-and this effect held steady for the study's duration of several weeks. Purchases from the other group remained at 52 percent.

"That's actually a pretty large effect for a pretty small intervention," Schwitzgebel says. Strohminger agrees: "The thing that still blows my mind is that the only thing that's different between these two cases is just that one day in class." She says she wants the effect to be real but cannot rule out some unknown confounding variable. And if real, Strohminger notes, it might be reversible by another nudge: "Easy come, easy go."

Schwitzgebel suspects the greatest impact came from social influence-classmates or teaching assistants leading the discussions may have shared their own vegetarianism, showing it as achievable or more common. Second, the video may have had an emotional impact. Least rousing, he thinks, was rational argument, although his co-authors (University of Kansas's Bradford Cokelet and Princeton University's Peter Singer) say reason might play a bigger role. Now the researchers are probing the specific effects of teaching style, T.A.s' eating habits and

students' video exposure. Meanwhile Schwitzgebel---who had predicted no effect---will be eating his words.

36. Scientists generally believe that the effects of ethics classes _____.

- [A] hard to determine
- [B] narrowly interpreted
- [C] difficult to ignore
- [D] poorly summarized

37. Which of the following is a reason for the researchers to study meat-eating?

- [A] It is common among students
- [B] It is a behaviour easy to measure.
- [C] It is important to students' health.
- [D] It is a hot topic in ethics classes.

38. Eric Schwitzgebel's previous findings suggest that ethics professors _____.

- [A] are seldom critical of their students.
- [B] are less sociable than other professors.
- [C] are not sensitive to political issues.
- [D] are not necessarily ethically better.

39. Nina Strohminger thinks that the effect of the intervention is _____.

- [A] permanent
- [B] predictable
- [C] uncertain
- [D] unrepeatable

40. Eric Schwitzgebel suspects that the students' change in behaviour _____.

- [A] can bring psychological benefits
- [B] can be analyzed statistically
- [C] is a result of multiple factors
- [D] is a sign of self-development

Part B

Read the following text and answer the questions by choosing the most suitable

subheading 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] Make It a Habit
- [B] Go Through the Motions
- [C] Talk With Your Doctor
- [D] Listen to Your Body
- [E] Round Out Your Routine
- [F] Start Low, Go Slow
- [j] Don't Go It Alone

Getting back into exercise can be a challenge in the best of times, but with gyms and in-person exercise classes off-limits to many people these days because of COVID-19 concerns, it can be tricky to know where to start. And it's 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.

Follow this advice to return to exercise safely.

41. _____

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 1/2 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, "Denay says. But you'll reap benefits such as less anxiety and improved sleep right away.

42. _____

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.

43. _____

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, or any other activity is also a great first step.

44. _____

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.

45. _____

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 or Zoom with a relative as you strength train or stretch at home.

Section III Translation

46. Directions:

Translate the following text into Chinese. Your translation should be written on the ANSWER SHEET. (15 points)

Although we try our best, sometimes our paintings rarely turn out as originally planned! Changes in the light, the limitations of your palette, and just plain old lack of experience and technique mean that what you start out trying to achieve sometimes doesn't come to life the way that you expected.

Although this can be frustrating and disappointing, it that this can actually be good for you! Unexpected results have two benefits: you can quickly learn to deal with disappointment, and realise that when one door closes, another opens. You quickly learn to adapt and come up with creative solutions to the problems the painting presents, and this means that thinking outside the box becomes second nature to the painter!

Creative problem solving skills are incredibly useful in daily life, and mean you're more likely to be able to quickly come up with a solution when a problem arises.

Section IV Writing

Part A

Directions:

Suppose you are planning to organize a campus food festival, write an email to the international students

- 1) introduce the food festival
- 2) invite them to participate

Do not use your own name. Use " Li Ming " instead. (10 points)

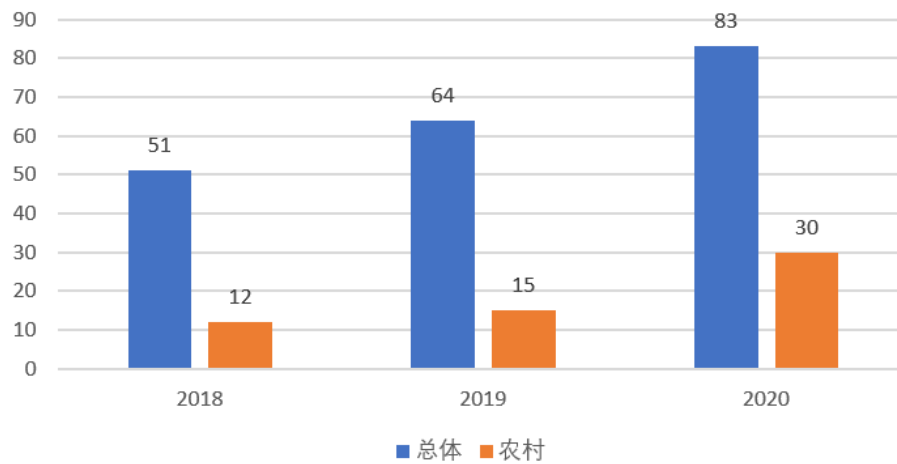
Part B

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

- 1) interpret the chart, and
- 2) give your comments

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

2018-2020 我国快递业务量变化情况 (单位 十亿件)



2021 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
（科目代码：204）

考生注意事项：

1. 答题前，考生须在试题册指定位置上填写编号和考生姓名；在答题卡指定位置上填写报考单位、考生姓名和考生编号，并涂写考生编号信息点。
2. 考生须把试题册上的“试卷条形码”粘贴条取下，粘贴在答题卡的“试卷条形码粘贴位置”框中。不按规定粘贴条形码而影响评卷结果的，责任由考生自负。
3. 选择题的答案必须涂写在答题卡相应题号的选项上，非选择题的答案必须书写在答题卡指定位置的边框区域内。超出答题区域书写的答案无效；在草稿纸、试题册上答题无效。
4. 填（书）写部分必须使用黑色字迹签字笔书写，字迹工整、笔迹清楚；涂写部分必须使用 2B 铅笔填涂。
5. 考试结束，将答案卡和试题册按规定交回。

Section I Use of English

Directions:

Read the following text. Choose the best word (s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

It's not difficult to set targets for staff. It is much harder, 1, to understand their negative consequences. Most work-related behaviors have multiple components. 2 one and the 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 they carefully inspected? Never. Do people get on without paying? Of course! 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 these 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 be at the expense of time.

There is another 12: people became 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 time a 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 there is a 17. Setting targets can and does have unforeseen negative consequences.

This is not an argument against target-setting. But it is an argument for exploring consequences first. All good targets should have multiple criteria 18 critical factors such as time, money, quality and customer feedback.

The trick is not only 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.therefore | B.however | C.again | D.moreover |
| 2. A.Emphasize | B.Identify | C.Assess | D.Explain |
| 3. A.nearly | B.curiously | C.eagerly | D.quickly |
| 4. A.claim | B.prove | C.check | D.recall |
| 5. A.threatened | B.ignored | C.mocked | D.blamed |
| 6. A.punctuality | B.hospitality | C.competition | D.innovation |
| 7. A.Yet | B.So | C.Besides | D.Still |
| 8. A.hired | B.trained | C.rewarded | D.grouped |
| 9. A.only | B.rather | C.once | D.also |
| 10. A.comfort | B.revenue | C.efficiency | D.security |
| 11. A.friendly | B.quiet | C.cautious | D.diligent |
| 12. A.purpose | B.problem | C.prejudice | D.policy |
| 13. A.reported | B.revealed | C.admitted | D.noticed |
| 14. A.break | B.trip | C.departure | D.transfer |
| 15. A.moral | B.background | C.style | D.form |
| 16. A.interpret | B.criticize | C.sacrifice | D.tolerate |
| 17. A.task | B.secret | C.product | D.cost |
| 18. A.leading to | B.calling for | C.relatng to | D.accounting for |
| 19. A.specify | B.predict | C.restore | D.create |
| 20. A.modify | B.review | C.present | D.achieve |

Section II Reading Comprehension

Part A

Directions:

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

Text 1

When Microsoft bought task management app Wunderlist and mobile calendar Sunrise in 2015, it picked two newcomers that were attracting considerable buzz in Silicon Valley. Microsoft's own Office dominates the market for “productivity” software, but the start-ups represented a new wave of technology designed from the ground up for the smartphone world.

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

21. What is true about Wunderlist and Sunrise after their acquisitions? ()

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

22. Microsoft's critics believe that the big tech companies tend to () .

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

23. Paul Amold is concerned that small acquisitions might () .

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

24. The US Federal Trade Commission intends to () .

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

25. For the five biggest tech companies, their small acquisitions have () .

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

Text 2

"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 per cent and 5.5 per cent respectively, unemployment in Canada and the 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 percent of their cabin staff, Scandinavian Airlines decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff. The effort was a collective one and involved other companies as well as a Swedish university.

26. Research by the World Economic Forum suggests () .

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

27. AT&T is cited to show () .

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

28. Efforts to resolve the skills mismatch in Canada () .

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

29. We can learn from Paragraph 3 that there was () .

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

30. Scandinavian Airlines decided to () .

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

Text 3

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 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 per cent of the country's total land area is associated with meat and dairy production. That supplies 80 per cent 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 county'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.

31. Some people argue that food self-sufficient in UK would () .

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

32. The report by the University of Leeds shows that in the UK () .

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

33. Crop-growing in the UK is restricted due to () .

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

34. It can be learned from the last paragraph that British people () .

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

35. The author's attitude to food self-sufficient in the UK is () .

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

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 five-minute interaction, and deliberation can be not only extraneous but intrusive. In one study of the ability she dubbed "thin slicing," the late psychologist Nalini Ambady asked participants to watch silent 10-second video clips of professors and to rate the instructor's overall effectiveness. Their ratings correlated strongly with students end-of-semester ratings. Another set of participants had to count backward from 1,000 by nines as they watched the clips, occupying their conscious working memory. Their ratings were just as accurate, demonstrating the intuitive nature of the social processing.

Critically, another group was asked to spend a minute writing down reasons for their judgment, before giving the rating. Accuracy dropped dramatically. Ambady suspected that deliberation focused them on vivid but misleading cues, such as certain gestures of utterances, rather than letting the complex interplay of subtle signals form a holistic impression. She found similar interference where 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 and sexual orientation 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. Nalini 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. Generating new products takes time
- B. Intuition may affect reflective tasks
- C. Vocabulary comprehension needs creativity
- D. Objective thinking may boost intuitiveness

Part B

Directions:

Read the following text and answer the questions by choosing the most suitable subheading 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. 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?

41

Here is how to disagree with someone more powerful than you.

After this risk assessment, 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," says Weeks. 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 are in a meeting or other public space. Discussing the issue in private will make the powerful person feel less threatened.

42

Before you share your thoughts, think about what the powerful person cares about —it may be the credibility of their team or getting a project done on time," says Grenny. 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," says Weeks.

43

This step may sound overly deferential, but, according to Grenny, 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.

44

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

45

Emphasize that you're offering your opinion, not "gospel truth," says Grenny. "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." Weeks suggests adding a lot of "guiding phrases" like "I'm thinking aloud here." This will leave room for dialogue. Having asserted your position (as a position, not as a fact), "demonstrate equal curiosity about other views," says Grenny. Remind the person that this is your point of

view," and then invite critique. Weeks suggests trying something like, "Tell me where I'm wrong with this." Be genuinely open to hearing other opinions.

Section III Translation

46. Directions:

Translate the following text from English into Chinese. Write your translation on ANSWER SHEET.
(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 belonging 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. The researchers also argued that when we shy away from casual interactions with strangers, it is often due to a misplaced anxiety that they might not want to talk to us. Much of the time, however, this belief is false. As it turns out, many people are actually perfectly willing to talk—and may even be flattered to receive your attention.

Section IV Writing

Part A

47. Directions:

Suppose you are organizing an online meeting. 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.

Do not write the address.(10 points)

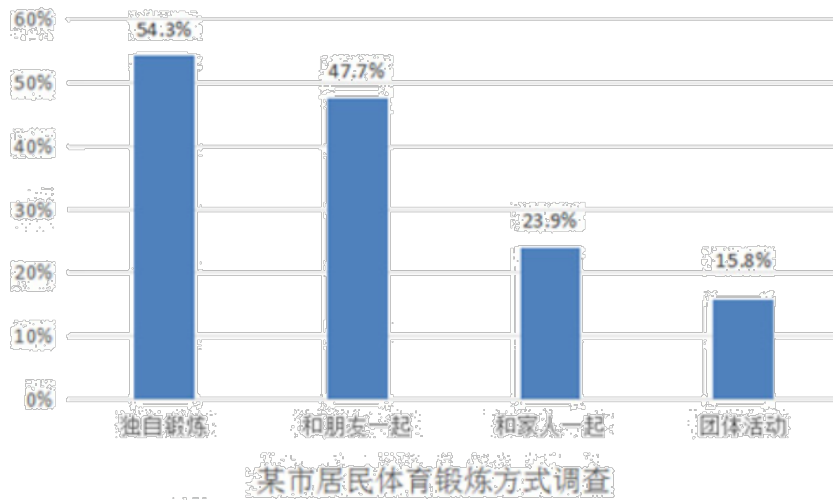
Part B

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.(15points)



2020 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
（科目代码：204）

考生注意事项：

1. 答题前，考生须在试题册指定位置上填写编号和考生姓名；在答题卡指定位置上填写报考单位、考生姓名和考生编号，并涂写考生编号信息点。
2. 考生须把试题册上的“试卷条形码”粘贴条取下，粘贴在答题卡的“试卷条形码粘贴位置”框中。不按规定粘贴条形码而影响评卷结果的，责任由考生自负。
3. 选择题的答案必须涂写在答题卡相应题号的选项上，非选择题的答案必须书写在答题卡指定位置的边框区域内。超出答题区域书写的答案无效；在草稿纸、试题册上答题无效。
4. 填（书）写部分必须使用黑色字迹签字笔书写，字迹工整、笔迹清楚；涂写部分必须使用 2B 铅笔填涂。
5. 考试结束，将答案卡和试题册按规定交回。

Section I Use of English

Directions:

Read the following text. Choose the best word (s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

Being a good parent is, of course, what every parent would like to be. But defining what it means to be a good parent is undoubtedly very 1, particularly since children respond differently to the same style of parenting. A calm, rule-following child might respond better to a different sort of parenting than, 2, a younger sibling.

3, there's another sort of parent that's a bit easier to 4 a patient parent. Children of every age benefit from patient parenting. Still, 5 every parent would like to be patient, this is no easy 6. sometimes, parents get exhausted and are unable to maintain a 7 and composed style with their kids. I understand this.

You're only human, and sometimes your kids can 8 you just a little too far. And then the 9 happens: You lose your patience and either scream at your kids or say something that was a bit too 10 and does nobody any good. You wish that you could 11 the clock and start over. We've all been there.

12, even though it's common, it's important to keep in mind that in a single moment of fatigue, you can say something to your child that you may 13 for a long time. This may not only do damage to your relationship with your child but also 14 your child's self-esteem.

If you consistently lose your 15 with your kids, then you are inadvertently modeling a lack of emotional control for your kids. We are all becoming increasingly aware of the 16 of modeling tolerance and patience for the younger generation. This is a skill that will help them all throughout life. In fact, the ability to emotionally regulate or maintain emotional control when

17 by stress is one of the most important of all life's skills.

Certainly it's 18 to maintain patience at all times with your children. A more practical goal is to try, to the best of your ability, to be as tolerant and composed as you can when faced with 19 situations involving

your children. I can promise you this: As a result of working toward this goal, you and your children will benefit and 20 from stressful moments feeling better physically and emotionally.

- | | | | |
|------------------|----------------|---------------|---------------|
| 1. A.tedious | B.pleasant | C.instinctive | D.tricky |
| 2. A.in addition | B.for example | C.at once | D.by accident |
| 3. A.Fortunately | B.Occasionally | C.Accordingly | D.Eventually |
| 4. A.amuse | B.assist | C.describe | D.train |
| 5. A.while | B.because | C.unless | D.once |
| 6. A.answer | B.task | C.choice | D.access |
| 7. A.tolerant | B.formal | C.rigid | D.critical |
| 8. A.move | B.clay | C.push | D.send |
| 9. A.mysterious | B.illogical | C.suspicious | D.inevitable |
| 10. A.boring | B.naive | C.harsh | D.vague |
| 11. A.turn back | B.take apart | C.set aside | D.cover up |
| 12. A.Overall | B.Instead | C.However | D.Otherwise |
| 13. A.like | B.miss | C.believe | D.regret |
| 14. A.raise | B.affect | C.justify | D.reflect |
| 15. A.time | B.bond | C.race | D.cool |
| 16. A.nature | B.secret | C.importance | D.context |
| 17. A.cheated | B.defeated | C.confused | D.confronted |
| 18. A.terrible | B.hard | C.strange | D.wrong |
| 19. A.trying | B.changing | C.exciting | D.surprising |
| 20. A.hide | B.emerge | C.withdraw | D.escape |

Section II Reading Comprehension

Part A

Directions:

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

Text 1

Rats and other animals need to be highly attuned to social signals from others so that can identify friends to cooperate with and enemies to avoid. To find out if this extends to non-living beings, Loleh Quinn at the University of California, San Diego, and her colleagues tested whether rats can detect social signals from robotic rats.

They housed eight adult rats with two types of robotic rat—one social and one asocial—for 5 our days. The robots rats were quite minimalist, resembling a chunkier version of a computer mouse with wheels—to move around and colorful markings.

During the experiment, the social robot rat followed the living rats around, played with the same toys, and opened caged doors to let trapped rats escape. Meanwhile, the asocial robot simply moved forwards and backwards and side to side.

Next, the researchers trapped the robots in cages and gave the rats the opportunity to release them by pressing a lever.

Across 18 trials each, the living rats were 52 percent more likely on average to set the social robot free than the asocial one. This suggests that the rats perceived the social robot as a genuine social being. They may have bonded more with the social robot because it displayed behaviours like communal exploring and playing. This could lead to the rats better remembering having freed it earlier, and wanting the robot to return the favour when they get trapped, says Quinn.

The readiness of the rats to befriend the social robot was surprising given its minimal design. The robot was the same size as a regular rat but resembled a simple plastic box on wheels. "We'd assumed we'd have to give it a moving head and tail, facial features, and put a scene on it to make it smell like a real rat, but that wasn't necessary," says Janet Wiles at the University of Queensland in Australia, who helped with the research.

The finding shows how sensitive rats are to social cues, even when they come from basic robots. Similarly, children tend to treat robots as if they are fellow beings, even when they display only simple social signals. "We humans seem to be fascinated by robots, and it turns out other animals are too," says Wiles.

21. Quinn and her colleagues conducted a test to see if rats can ().

- A. pick up social signals from non-living rats
- B. distinguish a friendly rat from a hostile one
- C. attain sociable traits through special training
- D. send out warning messages to their fellow

22. What did the asocial robot do during the experiment? ()

- A. It followed the social robot.
- B. It played with some toys.
- C. It set the trapped rats free.
- D. It moved around alone.

23. According to Quinn, the rats released the social robot because they ().

- A. tried to practice a means of escape
- B. expected it to do the same in return
- C. wanted to display their intelligence
- D. considered that an interesting game

24. James Wiles notes that rats ().

- A. can remember other rat's facial features
- B. differentiate smells better than sizes
- C. respond more to actions than to looks
- D. can be scared by a plastic box on wheels

25. It can be learned from the text that rats ().

- A. appear to be adaptable to new surroundings
- B. are more socially active than other animals
- C. behave differently from children in socializing
- D. are more sensitive to social cues than expected

Text 2

It is true that CEO pay has gone up—top ones may make 300 times the pay of typical workers on average, and since the mid-1970s CEO pay for large publicly traded American corporations has, by varying estimates, gone up by about 500%. The typical CEO of a top American corporation now makes about \$18.9 million a year.

The best model for understanding the growth of CEO pay is that of limited CEO talent in a world where business opportunities for the top firms are growing rapidly. The efforts of America's highest-earning 1% have been one of the more dynamic elements of the global economy. It's not popular to say, but one reason their pay has gone up so much is that CEOs really have upped their game relative to many other workers in the U.S. economy.

Today's CEO, at least for major American firms, must have many more skills than simply being able to “run the company. CEOs must have a good sense of financial markets and maybe even how the company should trade in them. They also need better public relations skills than their predecessors, as the costs of even a minor slip up can be significant. Then there's the fact that large American companies are much more globalized than ever before, with supply chains spread across a larger number of countries. To lead in that system requires knowledge that is fairly mind-boggling plus, virtually all major American companies are beyond this major CEOs still have to do all the day-to-day work they have always done.

The common idea that high CEO pay is mainly about ripping people off doesn't explain history very well. By most measures, corporate governance has become a lot tighter and more rigorous since the 1970s. Yet it is principally during this period of stronger governance that CEO pay has been high and rising. That suggests it is in the broader corporate interest to recruit top candidates for increasingly tough jobs.”

Furthermore, the highest CEO salaries are paid to outside candidates, not to the cozy insider picks, another sign that high CEO pay is not some kind of depredation at the expense of the rest of the company. And the stock market reacts positively when companies tie CEO pay to, say, stock prices, a sign that those practices build up corporate value not just for the CEO.

26. Which of the following has contributed to CEO pay rise? ()

- A. The growth in the number of cooperation
- B. The general pay rise with a better economy
- C. Increased business opportunities for top firms
- D. Close cooperation among leading economics

27. Compared with their predecessors, today's CEOs are required to () .

- A. foster a stronger sense of teamwork
- B. finance more research and development
- C. establish closer ties with tech companies
- D. operate more globalized companies

28. CEO pay has been rising since the 1970s despite () .

- A. continual internal opposition
- B. strict corporate governance
- C. conservative business strategies
- D. repeated governance warnings

29. High CEO pay can be justified by the fact that it helps () .

- A. confirm the status of CEOs
- B. motive inside candidates

- C. boost the efficiency of CEOs
D. increase corporate value

30. The most suitable title for this text would be () .

- A. CEOs Are Not Overpaid
B. CEO pay: Past and Present
C. CEOs' Challenges of Today
D. CEO Traits: Not Easy to Define

Text 3

Madrid was hailed as a public health beacon last November when it rolled out ambitious restrictions on the most polluting cars. Seven months and one election day later, a new conservative city council suspended enforcement of the clean air zone, a first step toward its possible demise.

Mayor Jose Luis Martinez-Almeida made opposition to the zone a centrepiece of his election campaign, despite its success in improving air quality. A judge has now overruled the city's decision to stop levying fines, ordering them reinstated. But with legal battles ahead, the zones future looks uncertain at best.

Among other weaknesses, the measures cities must employ when left to tackle dirty air on their own are politically contentious, and therefore vulnerable. That's because they inevitably put the costs of cleaning the air on to individual drivers—who must pay fees or buy better vehicles—rather than on to the car manufacturers whose cheating is the real cause of our toxic pollution.

It's not hard to imagine a similar reversal happening in London. The new ultra-low emission zone (Ulez) is likely to be a big issue in next year's mayoral election. And if Sadiq Khan wins and extends it to the North and South Circular roads in 2021 as he intends, it is sure to spark intense opposition from the far larger number of motorists who will then be affected.

It's not that measures such as London's Ulez are useless. Far from it. Local officials are using the levers that are available to them to safeguard residents' health in the face of a serious threat. The zones do deliver some improvements to air quality, and the science tells us that means real health benefits—fewer heart attacks, strokes and premature births, less cancer, dementia and asthma. Fewer untimely deaths.

But mayors and councilors can only do so much about a problem that is far bigger than any one city or town. They are acting because national governments—Britain's and others across Europe—have failed to do so.

Restrictions that keep highly polluting cars out of certain areas—city centres, "school streets" even individual roads—are a response to the absence of a larger effort to properly enforce existing regulations and require auto companies to bring their vehicles into compliance. Wales has introduced special low speed limits to minimise pollution. We're doing everything but insist that manufacturers clean up their cars.

31. Which of the following is true about Madrid's clean air Zone? ()

- A. Its effects are questionable
B. It has been opposed by a judge
C. It needs tougher enforcement
D. Its fate is yet to be decided

32. Which is considered a weakness of the city-level measures to tackle dirty air? ()

- A. They are biased against car manufacturers.
B. They prove impractical for city councils.

C. They are deemed too mild for politicians. D. They put too much burden on individual motorists.

33. The author believes that the extension of London's Ulez will () .

- A. arouse strong resistance B. ensure Khan's electoral success
C. improve the city's traffic D. discourage car manufacturing

34. Who does the author think should have addressed the problem? ()

- A. Local residents B. Mayors
C. Councilors D. National governments

35. It can be inferred from the last paragraph that auto companies () .

- A. will raise low-emission car production B. should be forced to follow regulations
C. will upgrade the design of their vehicles D. should be put under public supervision

Text 4

Now that members of Generation Z are graduating college this spring—the most commonly-accepted definition says this generation was born after 1995, give or take a year—the attention has been rising steadily in recent weeks. GenZs are about to hit the streets looking for work in a labor market that's tighter than it's been in decades. And employers are planning on hiring about 17 percent more new graduates for jobs in the U.S. this year than last, according to a survey conducted by the National Association of Colleges and Employers. Everybody wants to know how the people who will soon inhabit those empty office cubicles will differ from those who came before them.

If "entitled" is the most common adjective, fairly or not, applied to millennials (those born between 1981 and 1995), the catchwords for Generation Z are practical and cautious. According to the career counselors and experts who study them, Generation Zs are clear-eyed, economic pragmatists. Despite graduating into the best economy in the past 50 years, GenZs know what an economic train wreck looks like. They were impressionable kids during the crash of 2008, when many of their parents lost their jobs or their life savings or both. They aren't interested in taking any chances. The booming economy seems to have done little to assuage this underlying generational sense of anxious urgency, especially for those who have college debt. College loan balances in the U.S. now stand at a record \$1.5 trillion, according to the Federal Reserve.

One survey from Accenture found that 88 percent of graduating seniors this year chose their major with a job in mind. In a 2019 survey of University of Georgia students, meanwhile, the career office found the most desirable trait in a future employer was the ability to offer secure employment (followed by professional development and training, and then inspiring purpose). Job security or stability was the second most important career goal (work-life balance was number one), followed by a sense of being dedicated to a cause or to feel good about serving the greater good.

36. Generation Zs graduating college this spring () .

- A. are recognized for their abilities.
- B. are in favor of office job offers.
- C. are optimistic about the labor market.
- D. are drawing growing public attention.

37. Generation Zs are keenly aware () .

- A. What a tough economic situation is like
- B. What their parents expect of them
- C. How they differ from past generation
- D. How valuable a counselor's advice is

38. The word "assuage" (line 9, paragraph 2) is closet in meaning to () .

- A. define
- B. relieve
- C. maintain
- D. deepen

39. It can be learned from paragraph 3 that Generation Zs () .

- A. care little about their job performance
- B. give top priority to professional training
- C. think it hard to achieve work-life balance
- D. have a clear idea about their future jobs

40. Michelsen thinks that compared with millennials, Generation Zs are () .

- A. less realistic
- B. less adventurous
- C. more diligent
- D. more generous

Part B

Directions:

Read the following text and answer the questions by choosing the most suitable subheading 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. 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.

41. _____

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.

42. _____

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.

43. _____

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 workday.

44. _____

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.

45. _____

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.

Section III Translation

46.Directions:

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

It's almost impossible to go through life without experiencing some kind of failure. But, the wonderful thing about failure is that it's entirely up to us to decide how to look at it.

We can choose to see failure as "the end of the world", or as proof of just how inadequate we are. Or, we can look at failure as the incredible learning experience that it often is. Every time we fail at something, we can choose to look for the lesson we're meant to learn. These lessons are very important, they're how we grow, and how we keep from making that same mistake again. Failures stop us only if we let them.

Failure can also teach us things about ourselves that we would never have learned otherwise. For instance, failure can help you discover how strong a person you are. Failing at something can help you discover your truest friends, or help you find unexpected motivation to succeed.

Section IV Writing

Part A

47. Directions:

Suppose you are planning a tour of historical site for a group of international students. Write him an email to

- 1) Say something about the site, and
- 2) give some tips for the tour.

You should write about 100 words.

Do not use your own name at the end of the email. Use "Li Ming" instead.

Do not write the address. (10 points)

Part B

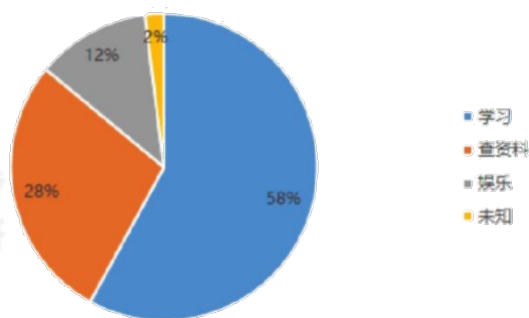
48. Directions:

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. (15 points)

某高校学生手机阅读使用情况



2019 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
（科目代码：204）

考生注意事项：

1. 答题前，考生须在试题册指定位置上填写编号和考生姓名；在答题卡指定位置上填写报考单位、考生姓名和考生编号，并涂写考生编号信息点。
2. 考生须把试题册上的“试卷条形码”粘贴条取下，粘贴在答题卡的“试卷条形码粘贴位置”框中。不按规定粘贴条形码而影响评卷结果的，责任由考生自负。
3. 选择题的答案必须涂写在答题卡相应题号的选项上，非选择题的答案必须书写在答题卡指定位置的边框区域内。超出答题区域书写的答案无效；在草稿纸、试题册上答题无效。
4. 填（书）写部分必须使用黑色字迹签字笔书写，字迹工整、笔迹清楚；涂写部分必须使用 2B 铅笔填涂。
5. 考试结束，将答案卡和试题册按规定交回。

Section I Use of English

Directions:

Read the following text. Choose the best word (s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

Weighing yourself regularly is a wonderful way to stay aware of any significant weight fluctuations. 1, when done too often, this habit can sometimes hurt more than it 2.

As for me, weighing myself every day caused me to shift my focus from being generally healthy and physically active, to focusing 3 on the scale. That was bad to my overall fitness goals. I had gained weight in the form of muscle mass, but thinking only of 4 the number on the scale, I altered my training program. That conflicted with how I needed to train to 5 my goals.

I also found that weighing myself daily did not provide an accurate 6 of the hard work and progress I was making in the gym. It takes about three weeks to a month to notice any significant changes in your weight 7 altering your training program. The most 8 changes will be observed in skill level, strength and inches lost. For these 9, I stopped weighing myself every day and switched to a bimonthly weighing schedule 10. Since weight loss is not my goal, it is less important for me to 11 my weight each week. Weighing every other week allows me to observe and 12 any significant weight changes. That tells me whether I need to 13 my training program.

I use my bimonthly weigh-in 14 to get information about my nutrition as well. If my training intensity remains the same, but I'm constantly 15 and dropping weight, this is a 16 that I need to increase my daily caloric intake.

The 17 to stop weighing myself every day has done wonders for my overall health, fitness and well-being. I'm experiencing increased zeal for working out since I no longer carry the burden of a 18 morning weigh-in. I've also experienced greater success in achieving my specific fitness goals, 19 I'm training according to those goals, not the numbers on a scale.

Rather than 20 over the scale, turn your focus to how you look, feel how your clothes fit and your overall energy level.

- | | | | |
|---------------------|-----------------|----------------|---------------|
| 1. A.Besides | B.Therefore | C.Otherwise | D.However |
| 2. A.helps | B.cares | C.warns | D.reduces |
| 3. A.initially | B.solely | C.occasionally | D.formally |
| 4. A.recording | B.lowering | C.explaining | D.accepting |
| 5. A.modify | B.set | C.review | D.reach |
| 6. A.definition | B.depiction | C.distribution | D.prediction |
| 7. A.due to | B.regardless of | C.aside from | D.along with |
| 8. A.orderly | B.rigid | C.precise | D.immediate |
| 9. A.claims | B.judgments | C.reasons | D.methods |
| 10. A.instead | B.though | C.again | D.indeed |
| 11. A.track | B.overlook | C.conceal | D.report |
| 12. A.depend on | B.approve of | C.hold onto | D.account for |
| 13. A.share | B.adjust | C.confirm | D.prepare |
| 14. A.results | B.features | C.rules | D.tests |
| 15. A.bored | B.anxious | C.hungry | D.sick |
| 16. A.principle | B.secret | C.belief | D.sign |
| 17. A.request | B.necessity | C.decision | D.wish |
| 18. A.disappointing | B.surprising | C.restricting | D.consuming |
| 19. A.if | B.unless | C.until | D.because |
| 20. A.obsessing | B.dominating | C.puzzling | D.triumphing |

Section II Reading Comprehension

Part A

Directions:

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

Text 1

Unlike so-called basic emotions such as sadness, fear, and anger, guilt emerges a little later, in conjunction with a child's growing grasp of social and moral norms. Children aren't born knowing how to say "I'm sorry"; rather, they learn over time that such statements appease parents and friends—and their own consciences. This is why researchers generally regard so-called moral guilt, in the right amount, to be a good thing.

In the popular imagination, of course, guilt still gets a bad rap. It is deeply uncomfortable—it's the emotional equivalent of wearing a jacket weighted with stones. Yet this understanding is outdated. "There has been a kind of revival or a rethinking about what guilt is and what role guilt can serve," says Amrisha Vaish, a psychology researcher at the University of Virginia, adding that this revival is part of a larger recognition that emotions aren't

binary-feelings that may be advantageous in one context may be harmful in another. Jealousy and anger, for example, may have evolved to alert us to important inequalities. Too much happiness can be destructive.

And guilt, by prompting us to think more deeply about our goodness, can encourage humans to make up for errors and fix relationships. Guilt, in other words, can help hold a cooperative species together. It is a kind of social glue.

Viewed in this light, guilt is an opportunity. Work by Tina Malti, a psychology professor at the University of Toronto, suggests that guilt may compensate for an emotional deficiency. In a number of studies, Malti and others have shown that guilt and sympathy may represent different pathways to cooperation and sharing. Some Kids who are low in sympathy may make up for that shortfall by experiencing more guilt, which can rein in their nastier impulses. And vice versa. High sympathy can substitute for low guilt.

In a 2014 study, for example, Malti looked at 244 children. Using caregiver assessments and the children's self-observations, she rated each child's overall sympathy level and his or her tendency to feel negative emotions after moral transgressions. Then the kids were handed chocolate coins, and given a chance to share them with an anonymous child. For the low-sympathy kids, how much they shared appeared to turn on how inclined they were to feel guilty. The guilt-prone ones share more, even though they hadn't magically become more sympathetic to the other child's deprivation.

"That's good news," Malti says. "We can be prosocial because we caused harm and we feel regret."

21. Researchers think that guilt can be a good thing because it may help ().

- A. regulate a child's basic emotions
- B. improve a child's intellectual ability
- C. foster a child's moral development
- D. intensify a child's positive feelings

22. According to Paragraph 2, many people still consider guilt to be ().

- A. deceptive
- B. burdensome
- C. addictive
- D. inexcusable

23. Vaish holds that the rethinking about guilt comes from an awareness that ().

- A. emotions are context-independent
- B. emotions are socially constructive
- C. emotional stability can benefit health
- D. an emotion can play opposing roles

24. Malti and others have shown that cooperation and sharing ().

- A. may help correct emotional deficiencies
- B. can result from either sympathy or guilt
- C. can bring about emotional satisfaction
- D. may be the outcome of impulsive acts

25. The word "transgressions" (Para. 5) is closest in meaning to ().

- A. teachings
- B. discussions
- C. restrictions
- D. wrongdoings

Text 2

Forests give us shade, quiet and one of the harder challenges in the fight against climate change. Even as we humans count on forests to soak up a good share of the carbon dioxide we produce, we are threatening their ability to do so. The climate change we are hastening could one day leave us with forests that emit more carbon than they absorb.

Thankfully, there is a way out of this trap—but it involves striking a subtle balance. Helping forests flourish as valuable "carbon sinks" long into the future may require reducing their capacity to absorb carbon now. California is leading the way, as it does on so many climate efforts, in figuring out the details.

The state's proposed Forest Carbon Plan aims to double efforts to thin out young trees and clear brush in parts of the forest. This temporarily lowers carbon-carrying capacity. But the remaining trees draw a greater share of the available moisture, so they grow and thrive, restoring the forest's capacity to pull carbon from the air. Healthy trees are also better able to fend off insects. The landscape is rendered less easily burnable. Even in the event of a fire, fewer trees are consumed.

The need for such planning is increasingly urgent. Already, since 2010, drought and insects have killed over 100 million trees in California, most of them in 2016 alone, and wildfires have burned hundreds of thousands of acres.

California plans to treat 35,000 acres of forest a year by 2020, and 60,000 by 2030—financed from the proceeds of the state's emissions-permit auctions. That's only a small share of the total acreage that could benefit, about half a million acres in all, so it will be vital to prioritize areas at greatest risk of fire or drought.

The strategy also aims to ensure that carbon in woody material removed from the forests is locked away in the form of solid lumber or burned as biofuel in vehicles that would otherwise run on fossil fuels. New research on transportation biofuels is already under way.

State governments are well accustomed to managing forests, but traditionally they've focused on wildlife, watersheds and opportunities for recreation. Only recently have they come to see the vital part forests will have to play in storing carbon. California's plan, which is expected to be finalized by the governor next year, should serve as a model.

26. By saying "one of the harder challenges," the author implies that ().

- A. global climate change may get out of control
- B. people may misunderstand global warming
- C. extreme weather conditions may arise
- D. forests may become a potential threat

27. To maintain forests as valuable "carbon sinks," we may need to ().

- A. preserve the diversity of species in them
- B. accelerate the growth of young trees
- C. strike a balance among different plants
- D. lower their present carbon-absorbing capacity

28. California's Forest Carbon Plan endeavors to ().

- A. cultivate more drought-resistant trees
- B. reduce the density of some of its forests
- C. find more effective ways to kill insects
- D. restore its forests quickly after wildfires

29. What is essential to California's plan according to Paragraph 5? ()
- A. To handle the areas in serious danger first. B. To carry it out before the year of 2020.
C. To perfect the emissions-permit auctions. D. To obtain enough financial support.
30. The author's attitude to California's plan can best be described as () .
- A. ambiguous B. tolerant
C. supportive D. cautious

Text 3

American farmers have been complaining of labor shortages for several years. Given a multi-year decline in illegal immigration, and a similarly sustained pickup in the U.S. job market, the complaints are unlikely to stop without an overhaul of immigration rules for farm workers.

Efforts to create a more straightforward agricultural-workers visa that would enable foreign workers to stay longer in the U.S. and change jobs within the industry have so far failed in Congress. If this doesn't change, American businesses, communities and consumers will be the losers.

Perhaps half of U.S. farm laborers are undocumented immigrants. As fewer such workers enter the U.S., the characteristics of the agricultural workforce are changing. Today's farm laborers, while still predominantly born in Mexico, are more likely to be settled, rather than migrating, and more likely to be married than single. They are also aging. At the start of this century, about one-third of crop workers were over the age of 35. Now more than half are. And picking crops is hard on older bodies. One oft-debated cure for this labor shortage remains as implausible as it has been all along: Native U.S. workers won't be returning to the farm.

Mechanization is not the answer either-not yet at least. Production of corn, cotton, rice, soybeans and wheat have been largely mechanized, but many high-value, labor-intensive crops, such as strawberries, need labor. Even dairy farms, where robots currently do only a small share of milking, have a long way to go before they are automated.

As a result, farms have grown increasingly reliant on temporary guest workers using the H-2A visa to fill the gaps in the workforce. Starting around 2012, requests for the visas rose sharply; from 2011 to 2016 the number of visas issued more than doubled.

The H-2A visa has no numerical cap, unlike the H-2B visa for nonagricultural work, which is limited to 66,000 annually. Even so, employers frequently complain that they aren't allotted all the workers they need. The process is cumbersome, expensive and unreliable. One survey found that bureaucratic delays led H-2A workers to arrive on the job an average of 22 days late. And the shortage is compounded by federal immigration raids, which remove some workers and drive others underground.

In a 2012 survey, 71 percent of tree-fruit growers and almost 80 percent of raisin and berry growers said they were short of labor. Some western growers have responded by moving operations to Mexico. From 1998-2000, 14.5 percent of the fruit Americans consumed was imported. Little more than a decade later, the share of imported fruit had increased to 25.8 percent.

In effect, the U.S. can import food or it can import the workers who pick it.

31. What problem should be addressed according to the first two paragraphs? ()
 A. Discrimination against foreign workers in the U.S. B. Biased laws in favor of some American businesses.
 C. Flaws in U.S. immigration rules for farm workers. D. Decline of job opportunities in U.S. agriculture.
32. One trouble with U.S. agricultural workforce is () .
 A. the rising number of illegal immigrants B. the high mobility of crop workers
 C. the lack of experienced laborers D. the aging of immigrant farm workers
33. What is the much-argued solution to the labor shortage in U.S. farming? ()
 A. To attract younger laborers to farm work. B. To get native U.S. workers back to farming.
 C. To use more robots to grow high-value crops. D. To strengthen financial support for farmers.
34. Agricultural employers complain about the H-2A visa for its () .
 A. slow granting procedures B. limit on duration of stay
 C. tightened requirements D. control of annual admissions
35. Which of the following could be the best title for this text? ()
 A. U.S. Agriculture in Decline? B. Import Food or Labor?
 C. America Saved by Mexico? D. Manpower vs. Automation?

Text 4

Arnold Schwarzenegger, Dia Mirza and Adrian Grenier have a message for you: It's easy to beat plastic. They're part of a bunch of celebrities starring in a new video for World Environment Day—encouraging you, the consumer, to swap out your single-use plastic staples like straws and cutlery to combat the plastics crisis.

The key messages that have been put together for World Environment Day do include a call for governments to enact legislation to curb single-use plastics. But the overarching message is directed at individuals.

My concern with leaving it up to the individual, however, is our limited sense of what needs to be achieved. On their own, taking our own bags to the grocery store or quitting plastic straws, for example, will accomplish little and require very little of us. They could even be detrimental, satisfying a need to have "done our bit" without ever progressing onto bigger, bolder, more effective actions—a kind of "moral licensing" that allays our concerns and stops us doing more and asking more of those in charge.

While the conversation around our environment and our responsibility toward it remains centered on shopping bags and straws, we're ignoring the balance of power that implies that as "consumers" we must shop sustainably, rather than as "citizens" hold our governments and industries to account to push for real systemic change.

It's important to acknowledge that the environment isn't everyone's priority—or even most people's. We shouldn't expect it to be. In her latest book, *Why Good People Do Bad Environmental Things*, Wellesley College

professor Elizabeth R. DeSombre argues that the best way to collectively change the behavior of large numbers of people is for the change to be structural.

This might mean implementing policy such as a plastic tax that adds a cost to environmentally problematic action, or banning single-use plastics altogether. India has just announced it will "eliminate all single-use plastic in the country by 2022." There are also incentive-based ways of making better environmental choices easier, such as ensuring recycling is at least as easy as trash disposal.

DeSombre isn't saying people should stop caring about the environment. It's just that individual actions are too slow, she says, for that to be the only, or even primary, approach to changing widespread behavior.

None of this is about writing off the individual. It's just about putting things into perspective. We don't have time to wait. We need progressive policies that shape collective action (and rein in polluting businesses), alongside engaged citizens pushing for change.

36. Some celebrities star in a new video to ().

- A. demand new laws on the use of plastics B. urge consumers to cut the use of plastics
C. invite public opinion on the plastics crisis D. disclose the causes of the plastics crisis

37. The author is concerned that "moral licensing" may ().

- A. mislead us into doing worthless things B. prevent us from making further efforts
C. weaken our sense of accomplishment D. suppress our desire for success

38. By pointing out our identity as "citizens", the author indicates that ().

- A. our focus should be shifted to community welfare B. our relationship with local industries is improving
C. We have been actively exercising our civil rights D. We should press our government to lead the combat

39. DeSombre argues that the best way for a collective change should be ().

- A. a win-win arrangement B. a self-driven mechanism
C. a cost-effective approach D. a top down process

40. The author concludes that individual efforts ().

- A. can be too aggressive B. can be too inconsistent
C. are far from sufficient D. are far from rational

Part B

Directions:

Read the following text and answer the questions by choosing the most suitable subheading 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.

In choosing a new home, Camille McClain's kids have a single demand: a backyard.

McClain's little ones aren't the only kids who have an opinion when it comes to housing, and in many cases youngsters' views weigh heavily on parents' real estate decisions, according to a 2018 Harris Poll survey of more than 2,000 U.S. adults.

While more families buck an older-generation proclivity to leave kids in the dark about real estate decisions, realty agents and psychologists have mixed views about the financial, personal and long-term effects kids' opinions may have.

The idea of involving children in a big decision is a great idea because it can help them feel a sense of control and ownership in what can be an overwhelming process, said Ryan Hooper, a clinical psychologist in Chicago.

"Children may face serious difficulties in coping with significant moves, especially if it removes them from their current school or support system," he said.

Greg Jaroszewski, real estate brokers with Gagliardo Realty Associates, said he's not convinced that kids should be involved in selecting a home—but their opinions should be considered in regards to proximity to friends and social activities, if possible.

Younger children should feel like they're choosing their home—without actually getting a choice in the matter, said Adam Bailey, a real estate attorney based in New York.

Asking them questions about what they like about the backyard of a potential home will make them feel like they're being included in the decision-making process, Bailey said.

Many of the aspects of home buying aren't a consideration for children, said Tracey Hampson, a real estate agent based in Santa Clarita, Calif. And placing too much emphasis on their opinions can ruin a fantastic home purchase.

"Speaking with your children before you make a real estate decision is wise, but I wouldn't base the purchasing decision solely on their opinions." Hampson said.

The other issue is that many children—especially older ones—may base their real estate knowledge on HGTV shows, said Aaron Norris of The Norris Group in Riverside, Calif. "They love Chip and Joanna Gaines just as much as the rest of us," he said. "HGTV has seriously changed how people view real estate. It's not shelter, it's a lifestyle. With that mindset change come some serious money consequences."

Kids tend to get stuck in the features and the immediate benefits to them personally, Norris said.

Parents need to remind their children that their needs and desires may change over time, said Julie Gurner, a real estate analyst with FitSmallBusiness.com.

"Their opinions can change tomorrow," Gurner said. "Harsh as it may be to say, that decision should likely not be made contingent on a child's opinions, but rather made for them with great consideration into what home can meet their needs best-and give them an opportunity to customize it a bit and make it their own."

This advice is more relevant now than ever before, even as more parents want to embrace the ideas of their children, despite the current housing crunch.

41. Ryan Hooper _____

42. Adam Bailey _____

43. Tracey Hampson _____

44. Aaron Norris _____

45. Julie Gurner _____

- A. remarks that significant moves may pose challenges to children.
- B. says that it is wise to leave kids in the dark about real estate decisions.
- C. advises that home purchases should not be based only on children's opinions.
- D. thinks that children should be given a sense of involvement in homebuying decisions.
- E. notes that aspects like children's friends and social activities should be considered upon homebuying.
- F. believes that homebuying decisions should be based on children's needs rather than their opinions.
- G. assumes that many children's views on real estate are influenced by the media.

Section III Translation

46. **Directions:**

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

It is easy to underestimate English writer James Herriot. He had such a pleasant, readable style that one might think anyone could imitate it. How many times have I heard people say, "I could write a book, I just haven't the time." Easily said. Not so easily done. James Herriot, contrary to popular opinion, did not find it easy in his early days of, as he put it, "having a go at the writing game". While he obviously had an abundance of natural talent, the final, polished work that he gave to the world was the result of years of practising, re-writing and reading. Like the majority of authors, he had to suffer many disappointments and rejections along the way, but these made him all the more determined to succeed. Everything he achieved in life was earned the hard way and his success in the literary field was no exception.

Section IV Writing

Part A

47. **Directions:**

Suppose professor Smith asked you to plan a debate on the theme of city traffic. write him an email to

- 1) Suggest a specific topic with your reasons, and
- 2) tell him about your arrangements.

You should write about 100 words. Do not use your own name, use "Li Ming" instead.

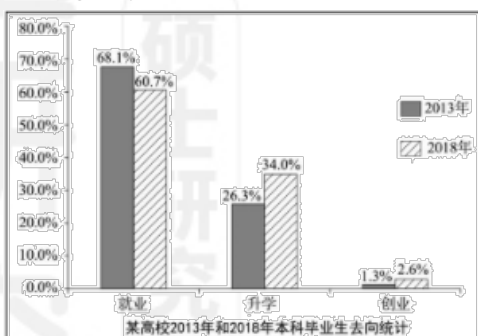
Do not write your address. (10 points)

Part B

48. **Directions:**

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

- 1) interpret the chart, and
- 2) give your comments. You should write about 150 words on the ANSWER SHEET. (15 points)



2023 年全国硕士研究生招生考试

英语（二）试题答案

Section I Use of English

完形填空：第 1-20 小题，本部分共 20 小题，每小题 0.5 分，共 10 分。

答案解析：

Section I Use of English

1. B

【解析】根据上下文，make a nice profit 在这里表示“做的很好”，其他三个选项 purchase “购买”，connection“联系”，bet“打赌”，不符合上下文语意。

2. C

【解析】根据上下文，“你需要优先考虑团队成长”，prioritize sth. 表示“优先考虑某事”，符合上下文语义。其他三个选项 define “下定义”，predict“预测”，appreciate“欣赏；增值”，不符合上下文语意。

3. A

【解析】根据上下文，“它有助于团队合作以专门专注于寻找团队成长的方法”，exclusively “仅仅；专门”，符合语意。其他三个选项 temporarily“暂时”，potentially“潜在地、可能”initially “最初、起初”，不符合上下文语意。

4. D

【解析】该题考查固定搭配“look at an example”其他三个选项 experiment“实验”，proposal“提议”，debate“辩论”，后面为例子作为段落论据部分。

5. D

【解析】本题要选一个形容词修饰后面的 departments of engineering, marketing and product development。由第三段的第一话“当一位富有创新精神的项目营销经理加入后，情况发生了变化，”可以看出原来的工程、营销和产品开发部门属于传统部门，与具有创新精神的营销经理形成对比，因此[D]“traditional 传统的”为正确选项。[A] identical 完全同样的；[B] marginal；微不足道的；边缘的；[C] provisional 临时的；都不符合题意。

6. D

【解析】本题要选一个名词，既能承接上文，又能概括下文，上文说“直到 2012 年，他们的增长进入平稳期。”下文说“……是有太多的客户在使用他们产品的基本免费版...”可见这里说的是他们的业绩

增长进入平稳期的问题所在，因此[D] problem 为正确选项。[A] rumor 谣言 [B] secret 秘密 [C] myth 神话，三项都不符合上下文语义衔接。

7. A

【解析】本题要选一个介词对本句的“improvements to the premium, paid version 高级付费版本有所改进”和“few people were making the upgrade 很少有人进行升级”的关系进行补充说明。前后是反向对应关系，而四个选项中只有[A] despite 表示让步转折逻辑，因此为正确选项。[B] unlike 不像……；[C] through 通过；[D] besides 除……之外（还）不符合前后反向逻辑。

8. B

【解析】本题要选一个副词对本段和上一段的关系进行补充说明。本段说“当一位富有创新精神的项目营销经理加入后，情况发生了变化”，说明与前文是不同的情况，为反向关系，而四个选项中只有 however 表示转折逻辑，因此为正确选项。

9. B

【解析】根据上下文可知，这个公司中的 growth team 是第一次出现，之前并没有，所以是创立 create，其它三个选项 inspect 检查，expand 扩大，reform 改革，意味着之前已经有 growth team，再根据 an innovative manager 登场以后的并列关系，只有 created 和 innovative 语义上构成复现，因此选 B。

10. C

【解析】and 前后保持并列，因此可以参照前文内容 innovative（创新的）和 create（创造），四个选项分别谓：cultural 文化的，objective 客观的，fresh 新鲜的，personal 个人的，只有 fresh 有“新”的语义，和原文中 innovative（创新的）和 create（创造）形成呼应，故选 C。

11. C

【解析】寻找 upgrade，根据上一段最后一句 few people were making the upgrade，可知升级的人很少，end 结束，burden 负担，lack 缺少，decrease 减少，C 选项 lack 对应 few，并没有减少，decrease 为干扰项，故选 C。

12. D

【解析】this 指代上文所指内容，上一段末尾 it became clear that...，以及最后一句 Most people were... 问题不是质量问题，而是人们根本不知道 premium version，现在知道了问题所在，policy 政策，suggestion 建议，purpose 目的，insight 洞悉，了解，比较其它选项，insight 与上文 perspective（观点；视角）形成呼应，近义词复现，在原文最合适。

13. C

【解析】上文提到，问题不在于质量问题，而是消费者的意识问题，所以需要通过讲优化的产品促销

给消费者来提高意识。只有 C promoting 合适。contributing 做贡献；allocating 分配；transferring 转变，三个选项意识都不符合语境。

14. A

【解析】前文提到，通过将优化的产品促销给消费者以提高意识，后文讲到收入增长了 92%，前后的逻辑关系顺承因果，选择 A 选项 As a result，BCD 均不符文意。

15. A

【解析】此处原文说需要一个人在 一个团队，这个空应该与“领导”相关，而且后文也出现了 leader，四个选项中只有 A 选项 unite（团结）能与原文中团队形成合理的动宾搭配。

16. B

【解析】此处考查的前后文并列关系，后文讲到了 set clear goals and establish a time frame，需要填的 the target area，根据逻辑，先确定目标区域，然后再设定目标并且建立时间框架。所以本题答案选择 identify，其他几个选项都与后文无法构成先后关系。

17. D

【解析】根据选项特征，本题考查名词词义辨析。根据空格所在句，identify the target area, set clear goals and establish a time frame for the of these goals，这三个动词短语形成并列关系，会隐含动作发生的时间先后顺序，并且 these goals 指代前面的 clear goals，因此可推出，先 identify the target area（识别目标区域），再 set clear goals（设定清晰目标），最后再 establish a time frame for the of these goals（确定这些目标实现的时间范围）。因此 D 选项 accomplishment 符合语义要求，故为正确答案。

18. B

【解析】根据选项特征，本题考查形容词词义辨析。根据空格所在句的逻辑关键词 also 来看，空格处所在句的内容和上文形成了递进关系。根据上段尾句得知，“领导人需要识别目标区域，设定清晰目标，并且确定目标实现的时间范围”，这是团队领导人的责任；因此空格处填入 responsible，表示 the growth leader is also responsible for keeping the team focused on moving forward...（领导人也有责任让团队专注于前进..），符合递进关系的语义要求，故 B 选项 responsible 为正确答案。

19. C

【解析】根据选项特征，本题考查逻辑关系词辨析，并且选项词均为连词性质的逻辑关系词，因此只需弄清楚空格所在的从句和后面的主句之间的关系即可。空格所在句指出“有吸引力的新想法会转移注意力”，为负向情感，后面的主句指出“团队领导人必须认识到这些想法对当前目标不...并且需要搁置”，为正向情感，因此可推出主从句之间为对立关系，符合要求的只有 while“虽然”，故 C 选项 while 为正确答案。

20. A

【解析】根据选项特征，本题考查动词词义辨析。根据空格所在句特征，don't the current goal 和 need to be put on the back burner (需要搁置) 形成了并列关系，情感应该保持一致；根据“need to be put on the back burner (需要搁置)”负向情感，可推出 these ideas 对 current goal (当前目标) 无用，因此 A 选项 serve“对...有用”填入之后，更符合语义要求，故 A 选项 serve 为正确答案。

Section II Reading Comprehension Part A

21. 【答案】A

【解析】根据题干关键词“The RHS thinks that plastic grass”回文定位在第一段第四句“The Royal Horticultural Society (RHS), which runs the annual show in west London, says it has introduced the ban because of the damage plastic grass does to the environment and biodiversity.”(在伦敦西部举办年度展览的皇家园艺协会 (RHS) 表示，由于塑料草对环境和生物多样性造成的破坏，它已经实施了禁令。) 对比四个选项，只有 A 项中的“is harmful to the environment”和“the damage plastic grass does to the environment and biodiversity”与原文形成呼应，故为正确答案。

22. 【答案】B

【解析】根据题干关键词“The petitions mentioned in Paragraph 3 reveal the campaigners'”回文定位在第三段，找到例子后，往往向前后寻找例子支持的论点。第三句“It is trying to encourage people to sign two petitions, one calling for a ban on the sale of plastic grass and another calling for an "ecological damage" tax on such lawns..”(它正试图鼓励人们签署两份请愿书，一份呼吁禁止销售塑料草，另一份呼吁对此类草坪征收“生态损害”税)。对比四个选项，只有 B 项中的“resistance to fake grass use”和“ban on the sale of plastic grass”与原文形成呼应，故为正确答案。

23. 【答案】B

【解析】根据题干关键词“supporters of fake grass point out”回文定位在第四段第一句“However, supporters of fake grass point out that there is also an environmental impact with natural lawns, which need mowing and therefore usually consume electricity or petrol.”(但是，人工草地的支持者们指出，天然草坪需要来定期用割草机割，耗油耗电，也会造成一些环境问题。) 即天然草坪也存在缺点，并不是完美的。对比四个选项，只有 B 项中的“the disadvantages of growing real grass”是对原文的正确解读，故为正确答案。

24. 【答案】C

【解析】根据题干关键词“government and artificial grass”回文定位在第六段“However, the use of artificial grass must comply with the legal and policy safeguards in place to protect biodiversity and ensure sustainable

drainage”（然而，使用人工草坪必须正确遵守法律和政策规定的安全措施以此保护生物多样性和保证排水系统的持续运作。）对比四个选项，只有 B 项中的 obey existing rules 是 comply with the legal and policy safeguards 是的同义替换，与原文形成呼应，故为正确答案。

25. 【答案】D

【解析】根据题干关键词“the text”可知本题考查全文中心。通过梳理全文重点段落即可得出答案。首先，本文第一段末句首先抛出 RHS 的观点，认为“plastic grass”即假草对环境有害。然后，在第三段当中用支持者的行为进一步论证假草有害的观点。但是，在第四段中，作者抛出了支持使用假草的人的观点，认为使用真草不仅会消耗大量的水、电等能源，还有可能带来其他的危害等。然后作者在第五段给出了政府的态度“the government responded that it has ‘no plans to ban the use of artificial grass’”作为呼吁禁止假草使用的回应。而本文最后一段（第六段）第二句中，作者用再次阐明了政府对待使用假草的态度“However, the use of artificial grass must comply with the legal and policy safeguards in place to protect biodiversity and ensure sustainable drainage”，既没有反对也没有鼓励，因此可以查看出，假草的使用仍然尚未有清晰的定论。对比四个选项，只有 D 项中的“a controversial product”最符合全文中心，故为正确答案。

26. 【答案】D

【解析】根据题干关键词“national parks”回文定位在第一段和第二段，由于第二段是转折句，表示作者强调的内容，接着第二句就做了解释，“they have a maintenance backlog of more than \$ 12billion”，译为“他们有超过 120 亿美金的维修积压。”并且第三句也举例了各种基础设施。说明他们基础设施维修不好。所以选 D “基础设施维护不善”。

27. 【答案】A

【解析】根据题干关键词“increased privatization of the campgrounds”回文定位在第三和第四段，由于第四段讲到“increased privatization would undercut one of the major reasons why 300 million visitors come to the parks each year.”译为：“扩大私有化会削弱其中一个主要原因，即为什么每年有 3 亿人来这些公园”，并且冒号后面也能看出游客认为在这些公园游玩是享受。所以整体结合意思，应该选 A 扩大私有化会毁掉游客的体验。

28. 【答案】C

【解析】根据题干关键词“most respondents to the survey”回文定位在第五段的最后一句，此处的 81% 对应 most，他们愿意多缴税，从而换来 10 年中不要对国家公园进行任何削减。所以选 C，“同意为了国家公园多交钱。”

29. 【答案】B

【解析】根据题干关键词“national parks are valuable”回文定位在第六段。整个段落都在分析国家公园重要的原因，第一可以对教育产生价值，第二可以通过碳储存对气候产生积极影响，第三通过旅游对文化和生活产生影响，第四有助于保护历史遗迹。ACD选项多为无中生有，对原文的错误解读。所以选B，“对历史产生影响。”

30. 【答案】D

【解析】根据题干关键词“national park system”回文定位最后一段。第一句说明国家公园都在勉强度日，后面用例子进行支持。所以选择D，“需要资金支持”

31. 【答案】C

【解析】根据题文同序原则以及题干关键词“Sparrow’s study, human brain”回文定位在第一段，并且根据选项的共性我们发现都是动词开头，也就是需要找到人类大脑将会做什么事情。我们就看到了这一段倒数第二句和倒数第三句“In the same study, a group was asked to remember both the information and the folders it was stored in. They didn’t remember the information, but they remembered how to find the folders.”（在同一项研究中，一组人被要求记住信息和存储信息的文件夹。他们不记得信息，但他们记得如何找到文件夹。）即现在人们头脑中记住的事物发生了改变，即C选项人们转换了记忆的焦点。对比四个选项，只有C项中的“switch its focus of memory”与原文形成呼应，故为正确答案。

32. 【答案】D

【解析】根据题干关键词“cognitive offloading”回文定位在第二段第一句，“In a very practical way, the Internet is becoming an external hard drive for our memories, a process known as “cognitive offloading.”（互联网正在以一种非常实际的方式，成为我们记忆的外部硬盘，这个过程被称为“认知卸载”。）即现在人们并不需要时时刻刻把所有的东西记在脑海里，如果需要获取什么东西，直接打开“外部硬盘”去搜索即可。因此人们的记忆压力有所缓解。对比四个选项，只有D项中的“lessens our memory burdens”与原文形成呼应，故为正确答案。

33. A

【解析】题干问Sparrow将会支持哪一种观点，那么根据关键词“Sparrow”以及题文同序的原则回文定位在第二段后半部分，在第五句话“Perhaps, she suggests, the trend will change our approach to learning from a focus on individual facts and memorization to an emphasis on more conceptual thinking”（她认为，这种趋势可能会改变我们的学习方法，从注重个人事实和记忆，转向强调更多的概念性思维。）即这是一种学习方法的改变。对比四个选项，只有A项中的“It may reform our learning approach”与原文形成呼应，故为正确答案。

34. 【答案】A

【解析】根据第 3 段第一、二句可知, Still other experts say it's too soon to understand how the Internet affects our brains. There is no experimental evidence showing that it interferes with our ability to focus, for instance, wrote psychologists Christopher Chabris and Daniel.J. Simons. (还有其他专家表示, 现在了解互联网如何影响我们的大脑还为时过早。心理学家克里斯托弗·查布里斯(Christopher Chabris)和丹尼尔·西蒙斯(Daniel J.Simons)写道, 例如, 没有实验证据表明它会干扰我们的注意力。)即目前的研究还有很多尚未定论, 所以依然需要进一步的研究来证实, 故选择 A。

35. 【答案】B

【解析】题目问二者都不同意哪个观点。CD 没有主题词 internet, A 在文中第四段第一句, 唯独 B 没有涉及到过。

36. 【答案】A

【解析】根据题干关键词回文定位在第一段最后一句, "At the same time, once cheerful and compliant children become rebellious teenage risk-takers. (与此同时, 曾经开朗顺从的孩子变成了叛逆的青少年冒险者。)对比四个选项只有 A 选项“发展相反的性格特征”符合。

37. 【答案】C

【解析】根据题干关键词回文定位在第二段, 此题为推断题, 需要阅读整段和每个选项进行比对, "A new study published in the journal Child Development by Eveline Crone of the University of London and colleagues suggests that the positive and negative sides of teenagers go hand in hand. " 伦敦大学 Eveline Crone 及其同事在《儿童发展》杂志上发表的一项新研究表明, 青少年的积极和消极方面是相辅相成的。后面列举了新观点下具体例子, 文中给出了研究者一个新的调查, 给出了一个新的观点, 故 C 选项正确。其他选项文中均未体现。

38. 【答案】D

【解析】根据题干关键词回文定位在第三段第二句, " But the new study shows that, interestingly, the same pattern holds for prosocial behavior . (但有趣的是, 这项新研究表明, 亲社会行为也有同样的模式。)这个相同的模式是前文所指的模式, 所以需要向前再看一句, "Other studies have shown that rebellious behavior increased as you become a teenager and then fades away as you grow older." (其他研究表明, 叛逆行为在青少年时期增加, 然后随着年龄的增长而消失。)对比四个选项, 只有 D 选项和原文意思相近。

39. 【答案】B

【解析】最后两段讲述了青少年对于奖励是敏感的, 尤其是对赢得比赛、给新朋友留下印象、让男孩注意到你的社交奖励特别敏感即青少年关注社会的认可。所以对比四个选项 B 选项正确, 其他选项均未提及。

40. 【答案】 A

【解析】 本题为主旨题，纵观全文，都在说青少年时时刻刻处于矛盾之中，所以 A 选项正确。

Part B

41. 【答案】 [D] The new rules will take home prices to an even higher level.

【解析】 本题根据人名首次出行位置，定位在第四段，本段第 2 句提到 price are already sky high, consumers will have to pay more 价格已经很高，消费者需要支付更高的价格，选项 D 中出现了 will take home prices to an even higher level 更高的价格，与文章中支付更高价格，属于同义表达，所以正确答案为[D]。

42. 【答案】 [F] The new rules will affect people whose home extensions include new windows or doors.

【解析】 本题根据人名首次出行位置，定位在第五段，本段第 1 句提到 people who... will be affected, 下一句进一步补充到原因，其中提到 any new windows or doors must be highly insulated. 选项 F 中也使用了同样的句型 will affect people whose home...include new windows or doors, 这与原文存在关键处原词复现，所以正确答案为[F]。

43. 【答案】 [B] Builders possibly need to submit new estimates of their projects.

【解析】 本题根据人名首次出行位置，定位在第九段，本段第一句提 builders which have costed....may need to go back and submit fresh estimates, 这与选项 B 内容一致，且有 builders, needs to, submit, estimates 等原词复现, new 与 fresh 属于同义词替换，因此正确答案为[B]。

44. 【答案】 [A] The rise of home prices is a temporary matter.

【解析】 本题根据人名首次出行位置，定位在第十一段，本段第一句提到...prices will eventually come down. But not in the immediate future, 即房价最终会降下来，但是不是马上可以下降。本段末句也提到 we will have to pay the price of the necessary transition, 选项 A 高额的房价只是暂时的问题，即房价会降下来，属于对本段的正话反说，因此正确答案为[A]。

45. 【答案】 [G] The rule changes will benefit homeowners eventually.

【解析】本题根据人名首次出行位置，定位在最后一段，本段首句提 the long-term effects of the chances will be more comfortable，即长远来看有益处，本段尾句也提到 homeowners will have that benefit，这与选项 G the changes will benefit homeowners 内容一致，出现 homeowners, benefit 两处原词复现，并且选项中 eventually 与文章中 over time 都属于时间上的论述，因此正确答案为[G]。

Section III Translation

46. 【参考译文】——Via 老师刘莹翻译

Section III Translation

18 世纪晚期，威廉·华兹华斯因其关于自然的诗歌而闻名（名声鹊起）。他是浪漫主义运动的创始人之一，这一运动颂扬自然世界的奇迹。

诗歌是有力量的。它的能量和韵律可以吸引读者，将其置身于另一个世界，让他们以不同的方式看待事物。通过精挑细选的词汇和短语，诗歌可以是戏剧性的、有趣的、优美动人的和鼓舞人心的。

没有人确切地知道诗歌从何时开始兴起，但它已经存在了数千年之久，甚至在人类能够书写之前就有了诗歌。这是一种讲述故事和传承历史的方式。诗歌与歌曲密切相关，即使它是写出来的，也通常是为了大声演奏而创作。朗诵诗歌，诗歌才真正鲜活起来。因为词语的韵律和发音变得更清晰了，所以这也有助于理解诗歌。

【译文解析】

1. In the late 18th century, William Wordsworth became famous for his poems about nature.

【译文】18 世纪晚期，威廉·华兹华斯因其关于自然的诗歌而闻名（名声鹊起）。

【词义】late 晚的；迟到；接近末期；became 开始变得；变成；poems 诗；韵文；poem 的复数

【语法结构分析】句子主干：William Wordsworth became famous，时间状语 In the late 18th century，原因状语 for his poems about nature.

2. And he was one of the founders of a movement called Romanticism, which celebrated the wonders of the natural world.

【译文】他是浪漫主义运动的创始人之一，这一运动颂扬自然世界的奇迹。

【词义】founders 创建者，创办者；Romanticism 浪漫主义；浪漫主义时期；celebrated 著名的；闻名的；驰名的；庆祝；庆贺；推崇

【语法结构分析】句子主干 :he was one of the founders of a movement ; 后置定语 called Romanticism 修饰 movement ; which 引导定语从句修饰 Romanticism。

3.Poetry is powerful.

【译文】诗歌是有力量的。

【词义】Poetry 诗; 诗意; 诗集; 诗作;

【语法结构分析】本句为主系表结构。

4.Its energy and rhythm can capture a reader, transport them to another world and make them see things differently.

【译文】它的能量和韵律可以吸引读者, 将其置身于另一个世界, 让他们以不同的方式看待事物。

【词义】energy 能量 ; 能源 ; 精力 ; 活力 ; rhythm 节奏 ; 韵律 ; 律动 ;

transport 运输; 交通运输系统; 传播 ; differently 不同地 ; 相异地

【语法结构分析】本句为并列句, 主语是 Its energy and rhythm, 三个并列的动宾结构为 can capture……, transport ……and make……其中 transport A to B 意为把 A 带到 B, 这个句子在翻译时需要注意代词 them 指的是读者。

5.Through carefully selected words and phrases, poems can be dramatic, funny, beautiful, moving and inspiring.

【译文】通过精挑细选的词汇和短语, 诗歌可以是戏剧性的、有趣的、优美动人的和鼓舞人心的。

【词义】dramatic 戏剧性的 ; 引人注目的 ; 戏剧的 ; moving 移动 ; 前进; 感动的 ; inspiring 鼓舞人心的; 激励的; 启发灵感的

【语法结构分析】句子主干 : poems can be A, B, C, D and E. 方式状语 Through carefully selected words and phrases ; selected 分词作定语修饰 words 和 phrases.

6.No one knows for sure when poetry began but it has been around for thousands of years, even before people could write.

【译文】没有人确切地知道诗歌从何时开始兴起, 但它已经存在了数千年之久, 甚至在人类能够书写之前就有了诗歌。

【词义】for sure 当然可以 ; 确实; around 围绕 ; 周围 ; 大约 ; 四周; before 之前; 在…以前;

【语法结构分析】句子主干 :No one knows…… but it has been……, 其中 when 引导宾语从句, even before 引导的时间状语从句。

7.It was a way to tell stories and pass down history.

【译文】这是一种讲述故事和传承历史的方式。

【词义】way 方法, 手段; 途径; stories 故事; 小说; 叙述, 描述; pass down 传承; 一闪即逝;

【语法结构分析】句子主干 : It was a way. 不定式 to tell stories and pass down history 做 a way 的后置定语。

8.It is closely related to song and even when written it is usually created to be performed out loud.

【译文】诗歌与歌曲密切相关, 即使它是写出来的, 也通常是为了大声演奏而创作。

【词义】be related to 与。。。相联系; written 书面的; 笔头的; 以书信形式的; created 创造; 创作; 创建;

【语法结构分析】句子主干 : It is closely related to song and it is usually created to be performed out loud. 其中 even when 引导让步状语从句, 省略了主语和 be (it is), is written 和 is created 均为被动语态翻译是需要主动化翻译。

9.Poems really come to life when they are recited.

【译文】朗诵诗歌, 诗歌才真正鲜活起来。

【词义】really 真正地, 确实地; come to life 苏醒过来; recited 背诵, 吟诵

【语法结构分析】句子主干 : Poems really come to life; 时间状语从句 when they are recited, 此句用到了被动语态应该主动化翻译。

10.This can also help with understanding them too, because the rhythm and sounds of the words become clearer.

【译文】因为词语的韵律和发音变得更清晰了, 所以这也有助于理解诗歌。

【词义】help with 帮助; 用……来帮助; understanding 理解力; 理解; 了解; rhythm 节奏; 韵律; 律动; clearer 清晰易懂的;

【语法结构分析】主句 : This can also help with。。。原因状语从句 : because the rhythm and sounds of the words become clearer.

47.【参考范文】——Via 老师刘莹模板写法

Dear David,

I am writing this email to make a suggestion because you asked me which show you should go to.

As we all know, there are many benefits to go to an art exhibition. To begin with, it would be suggestive that you can appreciate the art from around the world and obtain fresh visiting experience. In addition, it is necessary for us to enlighten the mind and broaden our horizon. Last but not least, what another advantage is that you can increase the pleasures of life and achieve all-round development.

I hope you will find these proposals useful. And I would be ready to discuss this matter with you to further details.

Yours,

Li Ming

48. 【参考范文】——Via 老师刘莹模板写法

The chart clearly illustrates the remarkable changes in the ability to stay healthy/ the ability to protect their health of people from all walks of life in China during the past several years. Based on the data provided, one can clearly see that the number of people who are able to keep healthy rose gradually from 8.80% in 2012 to 11.58% in 2016, while that of them experienced a significant increase from 2017, reaching 25.40% in 2021.

From my perspective, it is of no difficulty to come up with two key factors to account for this phenomenon. To begin with, the first contributing factor is that the ability to protect their health enables people to learn the latest healthy knowledge and develop healthy habits in daily life. Besides, another important factor that cannot be ignored is that they can feel refreshed and revitalized and achieve a sense of fulfillment so that they can enhance public health.

In view of the analysis above, we can conclude that it is of little surprise to see this phenomenon in the current era. Therefore, it can be predicted that the number of people who are able to protect their health will still keep this trend of growth in the future.

真题研究

考研

①
②

硕士研究生

2022 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
答案与解析

Section I Use of English

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

1. 【参考答案】: B

【参考解析】: 此处缺少形容词。根据后半句 a job like any other 像其他任何一种工作一样, 可推知, 本题选 B。

2. 【参考答案】: B

【参考解析】: 此处缺少动词。本句之前说了 writer 和 writing, 后面提到的是 plumber 和 work with pipe, 根据所给四个选项的语义, 只有 B 表示对比关系, 故选 B。

3. 【参考答案】: B

【参考解析】: 此处缺少连词。通过本段的第二句, 开头是 But, 可推断本句开头选择 Though (虽然), 所以本题选 B。

4. 【参考答案】: D

【参考解析】: 此处缺少形容词。根据 you are holding down a job to pay the bills (你需要确保有一份工作来支付账单), 可推知选项句的意思是 “找到时间写作是不容易的” 所以本题选 D。

5. 【参考答案】: C

【参考解析】: 此处缺少动词。考察上下文对比: remember(回忆过去) 对比后面一段的开头 today(如今), 所以本题选 C。

6. 【参考答案】: A

【参考解析】: 此处缺少形容词。根据上面的句子中 best-selling authors (畅销书作家), 结合这两句的对比关系, 并根据选项的语义, 可知本题选择 A。

7. 【参考答案】: C

【参考解析】: 此处缺少动词。根据本句的语义, 很多知名作家通常不得不做其他工作以 supplement(补充) 写作的收入, 所以本题选 C。

8. 【参考答案】: C

【参考解析】: 此处缺少名词。对比四个选项语义 cause(原因), purpose(目的), question(问题)和 condition

(条件), 带入原文, 可知本题最佳选项是 C。

9. 【参考答案】: B

【参考解析】: 此处缺少动词。To make writing a priority (为了把写作放在优先位置), you will have to (你不得不), 空格后面句子的意思是“每日的活动或者你特别享受的事情, 对比四个选项, 只有选项 sacrifice (牺牲) 是最符合原文意思的, 所以本题选 B。

10. 【参考答案】: B

【参考解析】: 此处缺少名词。和后面的 lifestyle (生活方式) 对应 以及参考前文的 something you really enjoy, 可知四个选项中 interests (兴趣) 最符合。所以本题选 B。

11. 【参考答案】: C

【参考解析】: 此处缺少连词。对比四个选项 until (直到)、because (因为)、while (表示两个动作同时发生)、before (之前), 带入本句, 可译为 (边写作边听音乐), 故知 while 最合适, 所以本题选 C。

12. 【参考答案】: D

【参考解析】: 此处缺少动词。通过 amount (数量) of exercise or sport 对比四个选项只有 cut down on 有“减少”的意思, 其他三个选项都有“增加”的意思, 所以本题选 D。

13. 【参考答案】: B

【参考解析】: 此处缺少形容词, 根据本句中 rather than (表示强对比), 可知前后意思是相反的, 根据 daily (每日), 可知选项是和 daily 对比的词, 由此推断 occasional (偶尔) 是正确的, 所以本题选 B。

14. 【参考答案】: A

【参考解析】: 此处缺少名词。对比四个选项 habit (习惯)、test (测试)、decision (决定)、plan (计划), 并且结合 daily, time-consuming, 确定选择 habit, 即其意义为每日消磨时间的习惯, 所以本题选 A。

15. 【参考答案】: A

【参考解析】: 此处缺少形容词。本句是全段的总结, 本段作者主要说为了写作要 sacrifice (牺牲) 很多 (活动、兴趣、爱好), 改变习惯甚至减少会友和陪家人的时间, 都在说写作不是容易的, 再对比四个选项, 只有 tough (艰难的), 有这样的感情色彩, 以本题选 A。

16. 【参考答案】: D

【参考解析】: 此处缺少连接词。本段作者要表达的是阅读的重要性, 空格前面的句子说只有一件事 (that 's reading 即 阅读) 你应该保持至少一定的时间, 而空格后面是写作。其中, one thing 修饰从句是 that 's reading (被放在句子后面), 结合四个选项的语义, 可知 in addition to (除了...以外) 最符合, 所以本题选 D。

17. 【参考答案】: A

【参考解析】: 此处缺少形容词。“—”前后的意思是相同的, 根据后半句 something you cannot do without

(不可或缺), 可知 Indispensable (不可或缺的) 是对的, 所以选 A。

18. 【参考答案】: B

【参考解析】: 此处缺少形容词。本题考察考上下文联系, 结合 15 题 tough ; 18 题递进 harder , 所以本题选 B。

19. 【参考答案】: C

【参考解析】: 此处缺少副词。对比四个选项 peacefully (平和的)、generously (慷慨的)、productively (富有成效的)、gratefully (感恩的) , 根据上句, 时间是有限的, 因此, 我们要在有限的时间内尽可能的合理利用有效利用时间, 所以本题选 C。

20. 【参考答案】: D

【参考解析】: 此处缺少连词。本句是全文的总结句, 作者在本文中围绕写作主题展开论述, 根据四个选项意思 at most (最多)、in turn (挨次)、on average (平均) 和 above all (首先) , 以及本句的语义, 如果你是一名作家, 那意味着 above all (首先) 要写, 所以本题选 D。

Section II Reading Comprehension

Part A

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (40 points)

Text 1

21. 【参考答案】: D

【参考解析】: 对应段落中 “special techniques” 特殊技术, 属于表述 “specially designed” 特殊设计, 故选 D。

22. 【参考答案】: C

【参考解析】: 对应段落中 “draw...for the chicken’ s to eat; the bird’ s waster then fertilize fields; be good for...” 抓...喂鸡; 鸡的排泄物然后给土地施肥; 这很好, 属于表述 “a sustainable system” 可持续的系统, 故选 C。

23. 【参考答案】: C

【参考解析】: 对应段落中 “can become the next premium offering” 成为下一个主要的产品, 属于表述 “the potential” 潜力, 故选 C。

24. 【参考答案】: B

【参考解析】：对应段落中 “wanting to signal their desire to protect the environment” 想要表露出保护环境的渴望，属于表述 “are likely to buy climate-friendly eggs” 可能买气候友好型鸡蛋，故选 B。

25. 【参考答案】：A

【参考解析】：对应段落中 “altering the food chain” 改变食物链，属于表述 “market prospects” 市场前景，故选 A

Text 2

26. 【参考答案】：D

【参考解析】：对应段落中 “plan to have a job in retirement” 计划退休后继续工作，属于表述 “willing to work in retirement” 愿意退休后工作，故选 D。

27. 【参考答案】：B

【参考解析】：对应段落中 “personal fulfillment” 个人充实感，属于表述 “boredom can be relieved” 无聊会被缓解，故选 B。

28. 【参考答案】：C

【参考解析】：对应段落中 “living longer” 活得更久，属于表述 “longer life expectancy” 预期寿命更长，故选 C。

29. 【参考答案】：D

【参考解析】：对应段落中 “reducing their overall expenses” 降低他们的总花费，属于表述 “spending less” 花的更少，故选 D。

30. 【参考答案】：A

【参考解析】：对应段落中 “worried” 担心，属于表述 “unprepared” 未做好准备，故选 A。

Text 3

31. 【参考答案】：C

【参考解析】：对应段落中 “impair consumer choices” 破坏消费者选择，属于表述 “undermine users’ decision-making” 破坏用户做决定，故选 C。

32. 【参考答案】：D

【参考解析】：对应段落中 “one in 10 employs these design practices” 1/10 的人使用这些设计操作，属于表述 “show their strong presence” 表明存在性强，故选 D。

33. 【参考答案】：B

【参考解析】：对应段落中 “conversations; discussion” 交谈；讨论，属于表述 “talk with relevant teams” 和

相关团队交谈，故选 B。

34. 【参考答案】：B

【参考解析】：对应段落中“not be confused or misled”不要被迷惑或误导，属于表述“protect consumers from being ticked”保护用户不被糊弄，故选 B。

35. 【参考答案】：B

【参考解析】：对应段落中“a need for greater accountability”需要更大程度的担责，属于表述“self-discipline”自律，故选 B。

Text 4

36. 【参考答案】：A

【参考解析】：对应段落中“unsure”不确定，属于表述“hard to determine”难以确定，故选 A。

37. 【参考答案】：B

【参考解析】：对应段落中“easily measurable”很容易衡量，属于表述“easy to measure”容易衡量，故选 B。

38. 【参考答案】：D

【参考解析】：对应段落中“not differ”没有差别，属于表述“are not...better”没有变好，故选 D。

39. 【参考答案】：C

【参考解析】：对应段落中“but cannot rule out some unknown confounding variable”但是不能排除一些未知的复杂变量，属于表述“uncertain”不确定的，故选 C。

40. 【参考答案】：C

【参考解析】：对应段落中“came from social influence”来自社会影响，属于表述“a result of multiple factors”多种因素（影响）的结果，故选 C。

Part B

Directions:

Read the following text and match each of the numbered items in the left column to its corresponding information in the right column. There are two extra choices in the right column. Mark your answers on the ANSWER SHEET. (10 points)

41. 【参考答案】：F

【参考解析】：对应段落中“reduce”减少，降低；“gradually”逐渐，“This isn't something you can do overnight”并非一蹴而就，均属于表述“Start Low, Go Slow”低起点，慢慢来，故选 F。

42. 【参考答案】: D

【参考解析】: 对应段落中 “chest pain” 胸疼; “shortness of breath” 呼吸短促, “dizziness or fatigue” 头晕或疲惫, 均属于表述 “Listen to your Body” 听从身体, 故选 D.

43. 【参考答案】: A

【参考解析】: 对应段落中 “per day” 每天; “a good start” 一个好的开端, “a first step” 第一步, 均属于表述 “Make it a Habit” 让它成为习惯, 故选 A

44. 【参考答案】: B

【参考解析】: 对应段落中 “practice the moves” 练习这些动作, 属于表述 “Go through the Motions” 重复这些动作, 故选 B.

45. 【参考答案】: G

【参考解析】: 对应段落中 “with others” 和其他人一起; “chat” 聊天, 均属于表述 “Don't Go it Alone” 不要独自做, 故选 G.

Section III Translation

21. 【参考译文】

尽管我们竭尽所能, 但是有时我们的画很难吻合原意。光线的变化、调色板的局限以及一直以来经验和技术的缺乏, 意味着你开始尝试去实现的目标并不如你所期待的那样实现。

虽然这可能让我们沮丧和失望, 但是实际上这可能对你有好处! 意想不到的结果有两个优点: 你可以快速学会应对失望, 并且你可以意识到当一扇门关上, 另一扇门就会打开。你很快学会了适应以及想出创造性的方法来解决绘画中的存在的问题, 这意味着跳出框框思考问题成为画家的第二天性。

创造性的问题解决技能在日常生活中非常有用, 并且意味着当问题产生的时候, 你更能快速想出解决方案。

Section IV Writing

Part A

22. 【参考范文】

Dear All,

I am writing this letter for the purpose of introducing the food festival.

To be more specific, I'd like to invite you to participate. First and foremost, it would be suggestive that the

activity will be held in our campus at 7 p.m., next Friday. Besides, another option is that I'd love to set "Sharing Home Food" as the theme of the activity because it can give much thought to cultural difference and cultural identity. Last but not least, it is a great way to be exposed to new ideas and experience and broaden the horizon.

If you have any questions, please feel free to send an e-mail to studentsunion@123.com or call 1234567. We are looking forward to your participation.

Yours sincerely,

Li Ming

Part B

48. 【参考范文】

The diagram clearly illustrates how delivery orders changed during the past several years. Based on the data provided, one can clearly see that the number of total orders rose gradually from 51 billion in 2018 to 83 billion in 2020, while that of orders in rural areas saw a significant increase during the same period, reaching 30 billion in 2020.

From my standpoint, there are two fundamental factors that are responsible for this scene. To begin with, the first contributing factor is that there are a broad market and a large size of population in the countryside, which has brought an increasing number of customers. Besides, another important factor that cannot be ignored is that economy has grown steadily to stimulate purchasing power and sales in the market.

In view of the analysis above, we can conclude that it is of little surprise to see this phenomenon in the current era. Therefore, it can be predicted that delivery orders in rural areas will still take up a large share in the future.

2021 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
答案与解析

Section I Use of English

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

1. 【参考答案】: B

【参考解析】: 本题考查对句间逻辑的判断及副词词义辨析。therefore: 因此, however: 然而, again: 再一次, moreover: 此外。句意: “给员工设定目标很容易, ...要理解它们的负面影响则要困难的多。”“容易”与“困难”形成鲜明的对比, 这两句话之间存在转折关系, 所以 however “然而, 但是”最符合题意。故选 B。

2. 【参考答案】: A

【参考解析】: 本题考查动词词义辨析。emphasize: 强调, 着重, identify: 辨认, assess: 评估, explain: 解释。句意: “大多数与工作相关的行为有多个组成部分。...一个, 其他的就变得扭曲了。”阅读后文会发现作者认为不能只关注结果而忽略了过程, 故 emphasize “强调”最符合题意。故选 A。

3. 【参考答案】: D

【参考解析】: 本题考查副词词义辨析。nearly: 几乎, 差不多, curiously: 好奇地, eagerly: 渴望地, 热切地, quickly: 迅速地。句意: “在伦敦的公交车上, 你会...看到这个结论是如何体现在司机身上的。”第一段引出了本文的主题, 从第二段开始举例说明, this 代表的是第一段最后一句, 作者所提的主题。空格处需要填入副词, 表示递进关系, 所以 quickly “很快”含义最符合题意, 即“你很快就能明白”。故选 D。

4. 【参考答案】: C

【参考解析】: 本题考查动词词义辨析。claim: 宣称, prove: 证明, check: 检查, recall: 召回。句意: “有没有检票员...人们是否已经付款?” inspectors: 检票员。根据语境, C 选项最符合题意。

5. 【参考答案】: B

【参考解析】: 本题考查动词词义辨析。threaten: 威胁, ignore: 忽视, mock: 嘲笑, blame: 指责。句意: “那么追着公交车的人呢? 他们被...”。”结合前两个例子的结果, 没有仔细查票, 几乎没人管是否买票, 所以这些追车的人被 ignored 忽视了。故 B 选项最符合题意。

6. 【参考答案】: A

【参考解析】: 本题考查名词词义辨析。punctuality: 严守时间, hospitality: 好客, competition: 竞争, innovation: 创造。句意: “为什么会如此呢? 因为他们的目标是...”。结合第 8 题后面的“according to the time they took”根据他们所花的时间可以知道, 是因为公交车有严格的时间管控, 所以 punctuality 严守时间最符合题意。故选 A。

7. 【参考答案】: B

【参考解析】: 本题主要考查对句间逻辑的判断。yet:然而, so:因此, besides:此外, still:仍然。句意:“人们总是抱怨公交车晚点和线路少的问题。...公交车的数量和线路都增加了”。后文公交车的数量和线路都增加, 这是为了解决人们的问题, 是因果关系, 选择 so。所以 B 选项最符合题意。

8. 【参考答案】: C

【参考解析】: 本题考查动词词义辨析。hire:雇用, train:训练, reward:奖励, group:成群。句意:“司机的...和惩罚都是根据他们所花时间的多少”。reward 与空格后面的 punished 惩罚形成对比, 故 C 选项最符合题意。

9. 【参考答案】: D

【参考解析】: 本题考查对句间逻辑的判断及副词词义辨析。only:仅仅, rather:相当, once:曾经, also:也。句意:“司机达到了目标, ...撞了人”。前文给司机设定了严格遵守时间的目标, 导致司机为了完成目标而闯红灯, 同时也撞了骑车的人, 这里采用了 hit 的两个含义, “达到”和“撞击”, 故 D 选项最符合题意。

10. 【参考答案】: B

【参考解析】: 本题考查名词词义辨析。comfort:舒服, revenue:收益, efficiency:效率, security:安全。句意:“如果目标变成了..., 他们会安排更多的检票员和设定更敏感的价格”。此处有 pricing 做提示, 这个目标已经变成了 revenue 收益。故 B 选项最符合题意。

11. 【参考答案】: C

【参考解析】: 本题考查形容词词义辨析。friendly:友好的, quiet:安静的, cautious:小心的, 谨慎的, diligent:勤勉的。句意:“当目标又变成安全时, 需要遵守交通规则的...司机”。此处 cautious 谨慎的符合题意, 故选 C。

12. 【参考答案】: B

【参考解析】: 本题考查名词词义辨析。purpose:目的, problem:问题, prejudice:偏见, policy:政策。句意:“有另一个...:人们在完成目标这方面有非凡的创造性”。“people became immensely inventive in hitting targets.” 这里意思是上有政策, 下有对策, 故 B 选项最符合题意。

13. 【参考答案】: D

【参考解析】: 本题考查动词词义辨析。report:报告, reveal:揭示, admit:承认, notice:注意到。句意:“你是否...你的航班晚点一小时但你却仍然按时到达目的地?”这是生活中的一种容易被忽略的情况, 外加这句话是个问句, 所以选择 noticed:注意到最合适。故选 D。

14. 【参考答案】: B

【参考解析】: 本题考查名词词义辨析。break:间断, trip:旅行, departure:离开, transfer:转移。句意:“航班只是改变了一个...本应该所用的时间”。trip 是指整个旅途, 最符合题意, 故选 B。

15. 【参考答案】: A

【参考解析】: 本题考查名词词义辨析。moral: 寓意, background: 背景, style: 风格, form: 形式。句意: “故事的...很简单”。the moral of the story, 故事的寓意。故 moral 最符合题意, 故选 A。

16. 【参考答案】: C

【参考解析】: 本题考查动词词义辨析。interpret: 说明, criticize: 批评, sacrifice: 牺牲, tolerate: 容许。句意: “如果只选择其中一个, 那么就会...其他的标准”。此处 sacrifice 牺牲最合适, 故选 C。

17. 【参考答案】: D

【参考解析】: 本题考查名词词义辨析。task: 任务, secret: 秘密, product: 产品, cost: 代价。句意: “所有的事物都可以被做得更快, 更便宜, 但是有一个...”此处 cost 最符合题意, 故选 D。

18. 【参考答案】: C

【参考解析】: 本题考查动词词组含义辨析。lead to: 通向, call for: 呼吁, relate to: 涉及, account for: 占比。句意: “所有的目标都应该包含多种标准, ...批判性的因素如时间, 资金, 质量和用户反馈。”此处 relating to “涉及”含义最符合题意和语境, 故选 C。

19. 【参考答案】: A

【参考解析】: 本题考查动词词义辨析。specify: 具体说明, predict: 预告, restore: 恢复, create: 创造。句意: “诀窍是不仅仅...目标的一个或两个标准, 而是...”。此处, specify “具体说明”含义最符合题意, 故选 A。

20. 【参考答案】: D

【参考解析】: 本题考查动词词义辨析。modify: 调整, review: 评审, present: 展现, achieve: 完成。句意: “而是理解如何让人们更好地...这个目标”, 故 achieve “完成”含义最符合题意。故选 D。

Section II Reading Comprehension

Part A

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (40 points)

Text 1

21. 【参考答案】: A

【参考解析】: 本题考查 Wunderlist 和 Sunrise 收购后的真实情况。

由文章第一段“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”, 可知这两款应用程序后来都被取消了, 因为微软表示在自己的产品中使用了它们最好的功能。他们的工程师团队留下来, retained 和 stayed on 属于同义替换。故 A 选项所说的“他们的工程师被保留了下来”符合题意。

22. 【参考答案】: B

【参考解析】: 本题考查微软的批评者认为, 大型科技公司的倾向。

由文章第三段“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.”, 可知在微软的批评者看来, Wunderlist 和 Sunrise 的命运表明, 大型科技公司无情地想要摧毁任何挡在它们道路上的创新公司。故 B 选项所说的“消除潜在的竞争对手”符合题意。

23. 【参考答案】: C

【参考解析】: 本题考查 Paul Amold 担心小型收购可能会怎样。

由文章第四段“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.”, 可知 Amold 认为自己如果自私一点的话, 就觉得这些东西是有好处的, 但对美国经济有好处吗? 自己并不知道。言外之意就是对美国经济有损害, 故 C 选项所说的“harm the national economy”符合题意。

24. 【参考答案】: C

【参考解析】: 本题考查美国联邦贸易委员会打算做些什么。

由文章第五段“This week, it asked the five most valuable US tech companies for information about their many small acquisitions over the past decade.”, 可知美国联邦贸易委员会向五家最有价值的美国科技公司询问过去十年中许多小规模收购的相关信息。故 C 选项所说的“检查小规模收购”符合题意。

25. 【参考答案】: A

【参考解析】: 本题考查对于五大科技公司来说, 它们进行小型收购是怎样的。

由文章第六段“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.”, 可知其中, 五大科技公司在过去五年中平均每年仅花费 34 亿美元进行 10 亿美元以下的收购, 与它们庞大的财务储备以及去年在美国投资的 1300 多亿美元风险资本相比, 这只是沧海一粟。故 A 选项所说的“带来的经济压力很小”符合题意。

Text 2

26. 【参考答案】: B

【参考解析】: 根据题干 World Economic forum 回文定位到第一段定位句 “...finds that on average 42 percent of the ‘core skills’ within job roles will change...”, 于此同时结合本句上一句 “...where the jobs in demand will change rapidly, as will the requirements of the jobs....” 可以得知“对新的工作技能的迫切需求”, 因此选 B。

27. 【参考答案】: A

【参考解析】: 根据题干 AT&T 回文定位到第二段“AT&T...decide to do a massive reskilling program rather

than go with a fire-and-hire strategy.”，并且例子前“let go of workers...and replace them.... That does not always happen”.可见，解决问题的关键是“再培训，而非解雇再雇佣”方法，因此 A 为正确答案。

28. 【参考答案】：D

【参考解析】：根据题干 efforts in Canada...回文定位第二段尾部 efforts in Canada and elsewhere have been arguably languid at best.加拿大和其他地方的努力可以说是徒劳的，在失业率高的地区，我们经常听到雇主乞求工，由此可知在解决技能不匹配上加拿大的努力是不足的。故选 D。

29. 【参考答案】：C

【参考解析】：根据题干回文定位第三段：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. 在医疗领域，举一个明显的例子，大流行病意味着医生、护士和其他医务人员仍然明显短缺，所以选择 C 选项。

30. 【参考答案】：B

【参考解析】根据题干 Scandinavian Airlines 和 decide to 回文定位到最后一段 Scandinavian Airlines decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff”，“斯堪的纳维亚航空公司决定启动一个短期再培训项目，重新培训下岗工人，以支持医院员工”，因此 B 为正确答案。

Text 3

31. 【参考答案】：D

【参考解析】：由关键词 self-sufficient 定位到文章第二段“A move back to self-sufficiency, ..., would boost the farming industry, political sovereignty and even the nation’s health.”其自给自足将促进农业产业、政治主权甚至国家健康。nation’s well-being 为概括表达，故选 D。

32. 【参考答案】：C

【参考解析】：根据题干 report by the University of Leeds 回文定位到第三段“85 percent of the country’s total land area is associated with meat and dairy production”，“全国 85%的土地面积与肉类和奶制品生产有关”。C 项是本句的同义改写，故选 C。

33. 【参考答案】：C

【参考解析】：根据题干中的 crop-growing 定位到第五段中“Just 25 percent of the country’s land is suitable for crop-growing...”“只有 25%的土地适合种植农作物，其中大部分已经被耕地占用”。也就是说英国的农作物种植受到限制，是由于它的自然条件。A——它的耕作技术；B——它的饮食传统；D——它的商业利益，结合文章可知与这三项均没有关系，可排除。故选 C。

34. 【参考答案】：A

【参考解析】：题干直接指向最后一段。由最后一段第一句可知：“目前英国消费的水果和蔬菜中只有 23% 是自家种植的，所以即使采取最极端的措施，我们也只能满足 30%的新鲜农产品需求。”则可以推测出新鲜

农产品主要依赖进口，故选 A。

35. 【参考答案】：B

【参考解析】：defensive——防守的；doubtful——怀疑的；tolerant——宽容的；optimistic——乐观的。

结合文章后面对英国土地国情的分析，可知作者是认为英国不适合完全的食物自给自足的，故 B 选项最符合句意。

Text 4

36. 【参考答案】：C

【参考解析】：本题考查 Nalini Ambaby 的研究论及的方面。

由关键词 Nalini Ambaby 定位到第一段，本段主要内容为 Nalini Ambaby 就第一印象(first impressions)是否准确(accurate)这一问题的研究。A 选项“教师和学生的互动”，instructor、student 以及 interaction 这三个词的确都出现在了第一段，但并无内在联系，A 项不正确；B 选项“人记忆的力量”，第一段出现了 memory，但并没有 power，B 项不正确；C 选项“第一印象的可靠性”，reliability 为 accurate 的同义替换，C 项正确；D 选项“人影响他人的能力”，第一段未提及 influence others，D 项不正确。故选择 C 选项。

37. 【参考答案】：B

【参考解析】：本题考查 Nalini Ambaby 的研究中评分的准确性下降的情形。

由关键词 accuracy dropped 定位到第二段第二、三句，当受试者在仔细思考(deliberation)的时候会将注意力集中于特定的手势或话语(certain gestures or utterances)，即对应 B 选项“关注特定的细节”。A 选项“对评分进行时间限定”，文中未提及，A 项不正确；C 选项“观看更短的视频片段”，第一段中描述为“观看 10 秒的视频片段”，第二段中描述为“观看 15 秒的视频片段”，并不存在“更短”一说，C 项不正确；D 选项“互相讨论”，文中未提及，D 项不正确。故选择 B 选项。

38. 【参考答案】：B

【参考解析】：本题考查 Judith Hall 提及驾驶的原因。由题干关键词 Judith Hall 和 driving 定位到原文第三段，Judith Hall 举开车的例子来验证前句提到的现象。“其他研究表明，当我们依靠直觉而不是深思时，我们更善于从细微之处发现欺骗和性取向。这就好像是你在驾驶一辆手动挡的汽车，如果你开始想的太多，就可能不记得你在做什么了。”此处 thinking too much 对应第三段首句中的 reflection“深思”，结合句意，Judith Hall 提及驾驶的原因应为“深思可能会分散注意力”，故选 B。

39. 【参考答案】：A

【参考解析】：本题考查文中对做复杂决定时的明智做法。

由关键词 complex decisions 定位到第四段第三句，当人们被要求关注自己的感受而不是细节时，他们做出的购车决定客观上更好，个人也更满意，但前提是这个决定是复杂的——当他们有很多信息需要处理的时候。此处 focus on their feelings 对应 follow your feelings“跟随自己的感觉”，故选择 A 选项。

40. 【参考答案】：B

【参考解析】：本题考查对最后一段的理解。此处并非总结段意，而是对段落细节进行匹配，故适合逐一分析选项。A 选项“创造新产品需要时间”，本段提及了 generating new products“创造新产品”，但并未提及 takes time“需要时间”，A 项不正确；B 选项“直觉可能影响沉思型的任务”，此处 intuition 与本段提及的 gut 同义，均为“直觉”，affect 对应 hurt，意为“影响”，本段描述为“使用直觉影响他们在前四项任务(指 four tasks that tapped reflective thinking)中的表现”，即直觉可能影响沉思型任务，B 项正确；C 选项“词汇理解需要创造力”，本段将 8 项任务分成了沉思型(reflective thinking)和直觉创造型(intuition and creativity)两类，vocabulary comprehension“词汇理解”属于前一种——沉思型，C 项不正确；D 选项“客观思维可以增强直觉。”，本段未提及 objective thinking，D 项不正确。故选择 B 选项。

Part B

Directions:

Read the following text and match each of the numbered items in the left column to its corresponding information in the right column. There are two extra choices in the right column. Mark your answers on the ANSWER SHEET. (10 points)

41. 【参考答案】：E

【参考解析】：对应段落中的第一句 you may decide it's best to hold off on voicing your opinion 你可能会认为最好还是不要发表自己的意见，和 It's also a good idea to delay the conversation 如果你在一个会议或其他公共场所，推迟谈话也是一个好主意。选项中的 wait 是 hold on 和 delay 的同义替换。因此本段大意为“Decide whether to wait”，“决定是否等待”。故选 E。

42. 【参考答案】：G

【参考解析】：对应段落中的比较处：“如果你能够把你的不同意的观点与一个‘更高的目标’结合到一起，那么你更容易让别人听见自己的观点。”，且后文中出现了“a shared goal”为原词复现，因此本段大意为“辨别共同的目标”。故选 G。

43. 【参考答案】：F

【参考解析】：根据关键词 I have reasons to think that won't work. I'd like to lay out my reasoning. Would that be OK?" 通过询问的方式试探是否可以表达不同意见，与 “Ask permission to disagree” “请求允许不同意”，选项相同。故选 F。

44. 【参考答案】：A

【参考解析】：对应段落中“to remain neutral”保持中立；“deep breath”深呼吸，“talk in even tone”用平和的语气说，均属于表述“保持冷静”；“feel panicky”感到惊慌失措，则为反义词表述“冷静”，所以对应“stay calm”“保持冷静”，故选 A。

45. 【参考答案】：B

【参考解析】：根据关键词 understate your confidence 以及后文论据解释“如果我们设置季度末截止日期，我

们永远不能完成。”换成“这仅是我个人观点，我认为我们完成不了。”都是在强调 stay humble 保持谦虚，故选 B。

Section III Translation

46. 【参考译文】

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。这或许是正确的。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认为别人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。

【参考解析】：

翻译时注意语序的调整与语义的表达，需保持语句通顺，行文流畅。

【考点】：

tend to : 倾向于;有助于 ; family members : 家庭成员 ; laughter : 笑; 笑声 ; warmth : 温暖 ; interact : 交流 ; 沟通 ; instruct : 指示;命令 ; commuter : (远距离)上下班往返的人 ; better than : 比...好 ; sit in : 照看;出席 ; shy away from : 回避 , 躲避 , 避免

【句子结构】：

第一段第一句为宾语从句，We tend to think that friends and family members are our...，其中 that 引导宾语从句修饰 think。

第一段第二句为宾语从句，...have also recently found that interacting with... 其中 that 引导宾语从句修饰 found。

第二段第二句为 who 引导的两个定语从句，第一个 who 修饰 participants，第二个 who 修饰 those。第二段第三句 The researchers also argued that when we shy away from casual interactions with strangers, it is often due to a misplaced anxiety that they might not want to talk to us. Much of the time, however, this belief is false.第一个 that 引导宾语从句，that 修饰 argued；第二个 that 引导定语从句修饰 anxiety。

Section IV Writing

Part A

47. 【参考范文】

Dear Jack,

My name is Li Ming, chairman of the Students' Union in our university. It is my honor to organize the forthcoming online meeting on Chinese-European culture exchange, and I am writing this email to cordially invite you to participate in this meeting.

Due to the widespread impact of the current COVID-19 pandemic, it is been decided that this meeting will be held online at 10 am this Saturday, via the software called Tencent Meeting online. We are hoping that you could give us a 15-minute talk about the culture in your motherland, or any culture shock you have experienced after coming to China. It doesn't have to be a formal one, but I believe it will definitely become meaningful information for us all.

We truly hope you could give me a favorable reply, and leave us a wonderful memory in this meeting.

Yours Sincerely,

Li Ming

【参考解析】：结合题干可知要求写一封邀请信。要按照信件格式书写，并且注意不要使用自己的姓名和地址。

内容要点：

1.发出邀请 2.告诉他在线会议的详细细节。

第一段：简单寒暄，说明写信的目的（邀请参加在线会议）。

第二段：说明有关在线会议的详细信息。

第三段：表达期望。

常用句型总结：

It is my honor to...——我很荣幸去.....；It is been decided that——.....定下来了。

Part B

48. 【参考范文】

The chart above clearly demonstrates a variety of factors about the investigation on citizens' different methods of exercising in a certain city. Depending upon the figures in the chart, we can notice that most people prefer to do exercises alone, which ranks up the highest among all the specific aspects, responsible for 54.30%. In comparison, however, such factors as exercising with friends, families or groups take up 47.70%, 23.90% and 15.80% respectively.

It's not difficult to come up with some fundamental factors responsible for this scene. Firstly, in modern society, people get more independent and pay more attention to privacy. Therefore, they would rather exercise without company. Moreover, the goals of exercising, in their viewpoint, are to relax themselves and to come into a good appearance. It is unnecessary to share it with others.

In view of the analysis above, it is of little surprise to see this phenomenon in the current era. On the other hand, however, living with no one in the life will hurt one's mentality and emotion, which is not beneficial to the health. It is more rational to concentrate on both physical and mental health.

【参考解析】：

写作思路：

第一段：描述图表信息。

第二段：解释从 1990 到 2010 年的 20 年间，中国城镇人口和乡村人口出现此变化的原因。

第三段：总结。

词汇：

a variety of: 种种;形形色色 do exercises: 锻炼 be responsible for: 占...比例 是造成...的原因 come up with: 想出, 提出(计划、想法等) modern society: 现代社会 would rather: 宁愿 come into: 继承(财产、封号等); 在...中起作用

【参考译文】：

上面的图表清楚地展示了关于某个城市市民不同锻炼方式调查的各种因素。根据图表中的数字，我们

可以注意到大多数人喜欢单独锻炼，这在所有具体方面中排名最高，占 54.30%。与之相比，与朋友、家人或团体锻炼等因素分别占 47.70%、23.90%和 15.80%。

不难找出造成这一幕的一些基本因素。首先，在现代社会，人们变得更加独立，更加关注隐私。因此，他们宁愿在没有同伴的情况下锻炼。此外，在他们看来，锻炼的目的是放松自己，使自己有一个好的外表。没有必要和别人分享。

鉴于上述分析，在当今时代看到这种现象并不奇怪。但另一方面，生活中没有人陪伴，会伤害人的心理和情感，不利于健康。关注身心健康更为合理。

2020 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
答案与解析

Section I Use of English

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

1. 【参考答案】：D

【参考解析】：本题考查形容词词义辨析。tedious“单调乏味的”，pleasant“愉悦的”，instinctive“本能的，天生的”，tricky“困难的，复杂的”。句意：成为一个好家长当然是每个家长所希望的。但对好家长的定义毫无疑问是非常困难的。故 D 选项符合题意。

2. 【参考答案】：B

【参考解析】：本题考查词组词义辨析。in addition“另外”，for example“比如”，at once“马上”，by accident“偶然”，此处缺少插入语，前文描述“好家长的定义很复杂”，故此处应举例说明。句意：一个冷静、循规蹈矩的孩子可能会比一个年幼的兄弟姐妹对不同的养育方式做出更好的反应。故 B 选项符合题意。

3. 【参考答案】：A

【参考解析】：本题考查副词词义辨析。fortunately“幸运地”，occasionally“偶尔”，accordingly“因此”，eventually“最终”，前文说定义好家长很复杂，故此处含义应出现转折。句意：幸运的是，还有一种更容易描述的家长。故 A 选项符合题意。

4. 【参考答案】：C

【参考解析】：本题考查动词词义辨析。amuse“逗乐”，assist“帮助”，describe“描述”，train“训练”，前段说定义好家长很困难，故此处对应含义应与“定义”相似。句意：幸运地是，还有一种更容易描述的家长。故 C 选项符合题意。

5. 【参考答案】：A

【参考解析】：本题考查连词词义辨析。while“尽管”，because“因为”，unless“除非”，once“曾经”。此处应为转折含义，句意：各个年龄段的儿童都会受益于家长耐心的养育。然而尽管每个家长都希望有耐心，这不是容易的。故 A 选项符合题意。

6. 【参考答案】：B

【参考解析】：本题考查名词词义辨析。answer“回答”，task“任务”，choice“选择”，access“获得...的机会”。句意：然而，尽管每个家长都希望有耐心，但这不是容易的任务。故 B 选项符合题意。

7. 【参考答案】：A

【参考解析】：本题考查形容词词义辨析。tolerant“宽容的”，formal“正式的”，rigid“严苛的”，critical“挑剔的”。句意：有时，家长会变得精疲力竭，并且无法对他们的孩子保持一个宽容且平静的风格。故 A 选项符合题意。

8. 【参考答案】：C

【参考解析】：本题考查动词词义辨析。move“移动”，clay“黏土”，push“推”，send“发送”。你只是个普通人，有时候你的孩子能把你推得很远。故 C 选项符合题意。

9. 【参考答案】：D

【参考解析】：本题考查形容词词义辨析。mysterious“神秘的”，illogical“不合逻辑的”，suspicious“怀疑的”，inevitable“不可避免的”。前句说孩子把你推得太远，句意：然后就发生了不可避免的事，你失去了耐心。故 D 选项符合题意。

10. 【参考答案】：C

【参考解析】：本题考查形容词词义辨析。boring“无聊的”，naive“幼稚的”，harsh“严格的，刺耳的”，vague“模糊的”。此处含义应偏负面，句意：你失去了耐心，要么对孩子大喊大叫，要么说一些太严格的话。故 C 选项符合题意。

11. 【参考答案】：A

【参考解析】：本题考查动词词义辨析。turn back“拨回”，take apart“拆开”，set aside“留出”，cover up“掩盖”。句意：你希望你能拨回时钟，然后重新开始。故 A 选项符合题意。

12. 【参考答案】：C

【参考解析】：本题考查副词词义辨析。overall“总的来说”，instead“作为替代”，however“然而”，otherwise“否则”。句意：然而，即使这很常见，但重要的是要记住，在疲惫的一瞬间。故 C 选项符合题意。

13. 【参考答案】：D

【参考解析】：本题考查动词词义辨析。like“喜欢”，miss“错过，想念”，believe“相信”，regret“后悔”。句意：在疲惫的一瞬间，你可能会对孩子说一些你可能后悔很长时间的话。故 D 选项符合题意。

14. 【参考答案】：B

【参考解析】：本题考查动词词义辨析。raise“提高”，affect“损害，影响”，justify“为...辩解”，reflect“反射”。句意：这不仅会损害你和孩子之间的关系，还会影响孩子的自尊心。故 B 选项符合题意。

15. 【参考答案】：D

【参考解析】：本题考查名词词义辨析。time“时间”，bond“纽带”，race“种族，比赛”，cool“冷静”。句意：如果你不断地在面對孩子时丧失你的冷静，那么你就在不经意间为孩子塑造一个缺乏情感控制的形象。故 D 选项符合题意。

16. 【参考答案】：C

【参考解析】：本题考查名词词义辨析。nature“本质”，secret“秘密”，importance“重要性”，context“背景”。句意：我们都越来越意识到为年轻一代塑造宽容与耐心榜样的重要性，这是一种能帮助他们一生的技能。故 C 选项符合题意。

17. 【参考答案】：D

【参考解析】：本题考查动词词义辨析。cheat“欺骗”，defeat“击败”，confuse“使困惑”，confront“面对，(问题等)降临”。句意：事实上，面对压力时调节情绪或保持情绪控制的能力是所有生活技能中最重要的一项。故 D 选项符合题意。

18. 【参考答案】：B

【参考解析】：本题考查形容词词义辨析。terrible“糟糕的”，hard“困难的”，strange“奇怪的”，wrong“错误的”。句意：当然，始终对孩子保持耐心，这的确很困难。故 B 选项符合题意。

19. 【参考答案】：A

【参考解析】：本题考查形容词词义辨析。trying“难对付的”，changing“变化的”，exciting“令人激动的”，surprising“令人惊讶的”。句意：一个更实际的目标是，当你的孩子面对难对付的处境时，你尽你所能保持宽容与镇定。故 A 选项符合题意。

20. 【参考答案】：B

【参考解析】：本题考查动词词义辨析。hide“隐藏”，emerge“摆脱出来”，withdraw“撤回，取回”，escape“逃脱”。句意：作为朝着这个目标努力的结果，你和你的孩子将会从中受益并从压力中摆脱出来，身心舒适。故 B 选项符合题意。

Section II Reading Comprehension

Part A

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (40 points)

Text 1

21. 【参考答案】：A

【参考解析】：本题考查 Quinn 和她同事所进行的实验的目的。定位到第一段最后一句“...测试老鼠是否能察觉到机器鼠发出的社交信号”可知，A 选项“发现机器鼠的社交信号”符合题意。

22. 【参考答案】：D

【参考解析】：本题考查不合群的机器鼠在实验过程中的表现。

定位到第三段第二句“同时，不合群的机器鼠只是前后来回移动”可知，D选项“它独自来回移动”符合题意。

23. 【参考答案】：B

【参考解析】：本题考查 Quinn 对老鼠解救机器鼠的原因的论述。

定位到第五段最后一句“...并希望机器鼠能够在它们受困时也伸出援手作为回报”可知，B选项“期待机器鼠能够在它们以后被困时也解救它们作为回报”符合题意。

24. 【参考答案】：C

【参考解析】：本题考查文章中 Wiles 对老鼠的观点。

定位到第七段第一句“实验结果显示了老鼠对社交信号的敏感程度，即使信号是来自于机器鼠”可以推断，能吸引老鼠注意力的是社交行为而不在于对方是不是真正的老鼠，故C选项“相比于外表，老鼠更能对社交行为产生反应”符合题意。

25. 【参考答案】：D

【参考解析】：本题考查文章对老鼠的事实描述。

A选项“对新环境表现出适应性”，文章未提及新环境，故不正确；B选项“比其他动物在社交上更活跃”，文章未提及其他动物，故不正确；C选项“和儿童在社交方面的表现不同”，定位到第七段第二句“相似地，儿童也会将机器人当作他们的同伴，即使机器人仅仅表现出一些简单的社交信号”，故老鼠与儿童在社交方面的表现是相似的，C选项不正确；D选项“老鼠对社交信号的敏感程度超出了预期”，文章中的实验通过设置合群机器鼠和不合群机器鼠的对照试验，发现老鼠能够对合群机器鼠所表现的社交信号作出反应，而这一点并非是实验者最初所预料到的，因此的确超出了他们的预期，D选项符合题意。

Text 2

26. 【参考答案】：C

【参考解析】：本题考查文章中 CEO 收入增长的原因。

根据题干关键词 CEO pay rise 及题干中对 CEO 薪酬增加原因的提问，定位到第二段首句 The best model for understanding the growth of CEO pay is that of limited CEO talent in a world where business opportunities for the top firms are growing rapidly. 了解 CEO 薪酬增长的最佳模式是，CEO 人才在一个顶级公司的商业机会迅速增长的世界里是有限的。可知，C选项“顶级公司商业机会的增加”符合题意。

27. 【参考答案】：D

【参考解析】：本题考查现在的 CEO 和其前任相比需要具备的能力。

根据题干关键词 predecessors 及 today's CEOs 定位到第三段第二句 They also need better public relations skills than their predecessors, as the costs of even a minor slip up can be significant. 他们还需要比他们的前任更好的公关技巧，因为即使是一个小失误的成本也可能是巨大的。选项中并未提到，继续往后看 Then there's the fact that large American companies are much more globalized than ever before, with supply chains spread across a larger number of countries. 还有一个事实是，美国的大公司比以往任何时候都更加全球化，供应链遍布更多的国家。D选项“经营更全球化的公司”符合题意。

28. 【参考答案】：B

【参考解析】：本题考查 20 世纪 70 年代以来 CEO 收入增长的背景。

根据题干关键词 the 1970s 定位到第四段第三句 Yet it is principally during this period of stronger governance that CEO pay has been high and rising. 然而，首席执行官的薪酬主要是在这一治理更加有力的时期一直居高不下。正确答案 B strict corporate governance 严格的公司管理，属于原文内容的替换表达。故 B 选项符合题意。A 选项“持续的内部反对”，C 选项“保守的商业策略”，D 选项“重复的监管警告”均无法由文章推出。

29. 【参考答案】：D

【参考解析】：本题考查 CEO 高薪合理性的原因。

根据题干关键词 High CEO pay 及顺序出题规则，继续看尾段，定位句是 And the stock market reacts positively when companies tie CEO pay to, say, stock prices, a sign that those practices build up corporate value not just for the CEO. 当公司把首席执行官的薪酬与股票价格挂钩时，股票市场的反应是积极的，这表明这些做法不仅为首席执行官带来机制，而且创造了公司价值。正确答案 D increase corporate value 增加公司价值，是原文内容的替换表达。故 D 选项“提升公司价值”符合题意。

30. 【参考答案】：A

【参考解析】：本题考查最适合文章的标题。

根据题干分析文章主题为 CEO 的薪酬，所以排除 C 项、D 项。选项 A 的 CEOs Are Not Overpaid CEO 们并没有被给予过多的报酬。选项 B 的 CEO Pay: Past and Present CEO 的薪酬：过去和现在，而 CEO 过去的薪酬并不是原文中心，属于偏离主题，因此正确选项为 A。

Text 3

31. 【参考答案】：D

【参考解析】：本题考查马德里洁净空气区域的事实描述。

定位到第二段最后一句“但随着法律斗争的进行，洁净空气区域的未来看起来也不那么确定”可知，D 选项“它的命运尚待决定”符合题意。

32. 【参考答案】：D

【参考解析】：本题考查治理地市级空气污染的措施的缺点。定位到第三段第二句“这是因为他们不可避免地将清洁空气的费用推到了个人车主的身上”可知，D 选项“他们给个人车主带来了沉重的负担”符合题意。

33. 【参考答案】：A

【参考解析】：本题考查作者对伦敦 Ulez(低排放区)扩大的看法。

定位到第四段最后一句“如果 Sadiq Khan 赢得了市长选举，并如他计划的那样在 2021 年将低排放区扩大至北、南环路的话，这肯定会引起更多车主的强烈反对，因为到时他们将受到影响”可知，A 选项“引起强烈反对”符合题意。

34. 【参考答案】：D

【参考解析】：本题考查作者对处理这个问题的人选的观点。

定位到第六段“但是市长和议员们只能对这个比任何一个城市或城镇都大得多的问题做这么多的工作。他们之所以采取行动，是因为英国和欧洲其他国家的政府未能做到这一点。”，可以推断，作者认为针对这个问题真正应该采取措施的是国家政府，故 D 选项符合题意。

35. 【参考答案】：B

【参考解析】：本题考查文章最后一段对汽车公司的事实推断。定位到最后一段“...and require auto companies to bring their vehicles into compliance 并且要求汽车公司将其车辆纳入合规”，最后一句“除了坚持要求汽车公司使其汽车变得清洁外，我们什么事情都做了”，综合以上可以推断，B 选项“应该被迫遵守规定”符合题意。

Text 4

36. 【参考答案】：D

【参考解析】：本题考查文章对今年春天大学毕业的 Z 一代的事实描述。

定位到第一段第一句“现在 Z 一代的成员今年春天就要毕业了，Z 一代最普遍接受的定义是 1995 年以后出生的一代人，偏差不超过一年。最近几周他们的关注度一直在稳步上升。故 D 选项“不断地吸引公众注意力”符合题意。

37. 【参考答案】：A

【参考解析】：本题考查文章中 Z 一代深知的事情。

定位到第二段第三、四句“尽管 Z 一代刚一毕业就进入了 50 年以来最好的经济时代，但他们知道经济危机是什么样。他们是 2008 年经济危机中易受影响的孩子”可知，经济危机对 Z 一代的影响很明显，他们深知经济危机是什么样，故 A 选项“艰难的经济环境是什么样”符合题意。

38. 【参考答案】：B

【参考解析】：本题考查对第二段划线单词“assuage”的词义理解。

定位到第二段第六句“繁荣的经济似乎并没有...这种潜在的世代焦虑的紧迫感，特别是那些身负大学债务的人”分析语境，此处对应含义应为“缓解 缓和”。A 选项 define“定义”，B 选项 relieve“缓解”，C 选项 maintain“保持”，D 选项 deepen“加深”。故 B 选项 relieve 符合题意。

39. 【参考答案】：D

【参考解析】：本题考查第三段对 Z 一代的事实推断。

定位到第三段第一句“Accenture 的一项调查发现，88%的应届毕业生在当初选择专业时都考虑到了工作的因素”可以推断，D 选项“对他们未来的工作有一个清晰的认识”符合题意。

40. 【参考答案】：B

【参考解析】：本题考查 Michelsen 认为 Z 一代与千禧一代的差别。

定位到第二段第一句“无论公平与否，如果对千禧一代来说最平常的形容词是‘有资格’的话，那么 Z 一代的流行语则是‘务实’和‘谨慎’”，即 Z 一代相比于千禧一代而言更务实谨慎，可以推断，B 选项“不那么锐意进取，少一些冒险精神”符合题意。

Part B

Directions:

Read the following text and match each of the numbered items in the left column to its corresponding information in the right column. There are two extra choices in the right column. Mark your answers on the ANSWER SHEET. (10 points)

41. 【参考答案】：E

【参考解析】：本段主要建议在工作场合中要表现得坦率而不是试图隐藏自己。故 E 选项“展现自己，不要隐藏信息”符合题意。

42. 【参考答案】：F

【参考解析】：本段主要建议多花时间去倾听你同事的意见，故 F 选项“慢下来，去倾听”符合题意。

43. 【参考答案】：D

【参考解析】：本段主要建议利用空闲时间和你周围所有的同事进行交流。故 D 选项“花时间和每个人在一起”符合题意。

44. 【参考答案】：A

【参考解析】：本段主要建议适时地、真诚地给予你的同事积极的反馈。故 A 选项“给予赞许，但不要太多”符合题意。

45. 【参考答案】：C

【参考解析】：本段主要建议根据每个同事的交流习惯，及时地调整你的交流方式。故 C 选项“对你的交流作出调整”符合题意。

Section III Translation

46. 【参考译文】：

人的一生总要经历一些失败。但失败的美妙之处在于，如何看待失败完全取决于我们看待它的方式。

我们可以选择视失败为“世界末日”，或仅是我们能力不足证明，亦可以将其看作学习经验。每当我们在某件事上失败时，我们都能选择把它看作本应掌握的经验。这些经验非常重要，它们关乎我们如何成长以及如何避免再次犯错。只有我们允许失败阻拦我们时，它才会阻止我们前行。

失败也能让我们更加了解自己，而这些是我们之前从未意识到的。例如，失败能让你发现自己是多么强大，失败也能帮你发现真正的朋友，或者帮你发现通往成功的出乎意料的动力。

【参考解析】：

翻译时注意语序的调整与语义的表达，需保持语句通顺，行文流畅。

考点：

go through：经历；proof：证明，证据；inadequate：不充分的，不胜任的；incredible：难以置信的，美妙的；unexpected：意料之外的；motivation：动力，动机

句子结构：

第一段第二句为表语从句，it's entirely up to us to decide how to look at it.整个句子为主句的表语。

第二段第一句为简单句，但存在两个并列宾语，需保持句子流畅；最后一句为 if 引导的条件状语从句，针对 we let them 需增译宾语补足语“阻拦我们”。

第三段第一句为定语从句，先行词为 things，有介词短语 about ourselves 进行修饰，翻译时需注意调整语序。

Section IV Writing

Part A

47. 【参考范文】

Dear students:

In order to have you adapt to college life here, the Student Union has decided to organize a tour of Dayan Pagoda the next Saturday.

As you may know, Dayan Pagoda has a history of over 1300 years and is visited by millions of Chinese and foreign visitors every year. The streets and alleys surrounding the tower abound with stands selling delicate handicrafts and choices, it is better to shop around before making your decision. Do not bring along much cash as you could pay by your phone.

A bus (plate number A20202) will pick you up at the campus gate at 10 a.m. and drive you back at 3 p.m. Call 029-80082088 for more information.

Have a good time.

Li Ming

The Student Union

【参考解析】：写作对象：国际学生

写作主题：通知组织游览历史景点的消息，介绍景点及周边环境，给予出行建议，提供交通信息

写作类型：书信

注意事项：注意信函的格式；末尾要用“Li Ming”署名

Part B

48. 【参考范文】：

The chart gives information about the proportions of different purposes of phone-based reading among students from a college. Learning (58%) claims the first place, followed by searching for information (28%) and seeking pleasure (12%). Other purposes (2%) complete the chart.

The following factors offer a likely explanation for the data. It is known to all that the competition between college students is increasingly fierce. In order to perform well in academic study, many students spend much time

on reading textbooks and reference materials via cellphones. Likewise, to acquire knowledge as efficiently as possible, they must search for the best materials among the sea of information over the Internet. As you can imagine, the smart phone is the most effective tool to do so. Besides, it is also extremely convenient for students to read novels, news, and other information posted in forums. So that's perhaps why seeking joy is ranked third in the chart.

The smart phone is a great invention that greatly benefits students and other people. But college students should not spend too much time on or even be obsessed with it. Instead, they should occasionally put it aside and go to enjoy the pleasure of reading a book and attending outdoor recreational activities.

【参考解析】：

此饼状图主题并非热点话题，关于高校学生手机阅读的使用情况，为生活、教育类话题。

这篇图表作文可以分三部分进行写作。

第一段结合图表数据对饼状图进行描述，需凸显其中最大部分——手机阅读在学习方面的使用。

第二段可对图表数据进行分析解释，同样是以占比大小进行阐述，注意前后句之间的逻辑关联性。

第三段可对智能手机的作用进行综述，然后就高校学生的手机使用情况提供积极建议。

2019 年全国研究生招生考试
管理类专业硕士学位联考（英语二）试题
答案与解析

Section I Use of English

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

1. 【参考答案】: D

【参考解析】: 首句指出, 定期称体重是关注体重变化的好办法(wonderful way)。下句指出, 如果称得过于频繁, 这种习惯(this habit 回指首句“定期称重”)会造成伤害多过……(can sometimes hurt more 为句子主干)。可见开篇欲抑先扬, 即“由(公认的)利转而切入弊”, 进而开启全文论述。Besides : 此外; Therefore : 因此; Otherwise : 否则; However : 然而。只有 D 项正确体现语义转折。故选 D。

2. 【参考答案】: A

【参考解析】: 已知第二句承第一句“定期称重的利”引出其“弊”, 可知句中比较状语从句(can sometimes hurt more) than it _____是在“比较合理称重与过度称重的影响”: 合理称重有利, 而称重一旦过度, 则弊大于利。help : 帮助; care : 关心; warn : 警告; reduce : 减少。选项中能体现“利”的只有 A。

3. 【参考答案】: B

【参考解析】: 第一段主旨已明确: 经常称重不好。接下来就写到了自身经历。对“我”来说, 每日称重让“我”的关注焦点从保持整体健康、精力充沛转向_____关注体重计数字(As for me,...caused me to...)。initially : 最初; solely : 仅仅; occasionally : 偶尔; formally : 正式地。故选 B。

4. 【参考答案】: B

【参考解析】: 空格所在句以 but 实现两分句间语义转折, but 前分句 1 指出“我”以肌肉的形式增加了体重, 暗示分句 2 应涉及与之相反的情形——减重。altered my training program 进一步表明“我”并不想增加体重, 综合可知空格词应表示“减轻(体重)”, B 项正确。

5. 【参考答案】: D

【参考解析】: 段中第二、三、四句形成“总分总”意群: 空格所在句 That conflicted with...to my goals 与第二句 That was bad to my overall fitness goals 在结构、内容上均相互呼应, 第三句具体解释第二句(过度称重如何不利于健康目标的达成), 第四句重申观点, 故空格处应表示“实现、达成”之意, D 项正确。

6. 【参考答案】: B

【参考解析】: 空格词实际体现“称重(weighing)和“锻炼成果(the hard work and progress)”二者的作用关系。第一、二句“I was making(当下每刻)”与“about three weeks(三周之后)”暗示两句在对比“每日称的数果(看不出什么变化)VS 三周后称重的效果(会看到明显变化)”, 再结合常识“称重为的是监测锻炼/节食成果”, 可见二者作用关系是“称重为锻炼成果提供依据/说明”, 而首句旨在说明“每日称重数字难以准确反映锻炼成

果”，B 项正确。

7. 【参考答案】：A

【参考解析】：本题解题关键在于联系上下文辨明空格后“改变方案”和其前内容的逻辑关联。第二段提到作者陷入健身误区——执选于体重数字时试图通过改变训练计划减重 (thinking only of...,I altered my training program)；第三段转而指出训练效果无法即时体现在体重波动上 (即：体重不会因训练加强而随即减少)。可见句中“改变训练计划”和“体重变化”之间是“途径/原因→目标/结果”的关联 (同时契合 4 题分析)，空格句意在强调/纠正人们对“因/由改变锻炼方案而实现的体重变化”的认知误区 (并不会即刻显现，但健身成果在暗暗推进)，A 项正确。

8. 【参考答案】：D

【参考解析】：段落第二、三句意为：明显的体重变化需三周到一个月才能呈现。最_____的变化将体现在技能水平、力量和减少的身体维度上。notice... changes in... weight 与 changes be observed in skill level,strength and inches lost 完全对仗，但明显涉及两类变化 (体重 VS 技能、力量、身材)，推知两句在对比呈现“较慢显现的变化 VS 最快显现的变化”，选项中只有 immediate 能与 about three weeks 形成“远期 VS 近期”的对比，D 项正确。

9. 【参考答案】：C

【参考解析】：主句大意为：“我”改变了原先频繁称重的习惯...。状语中 these _____ 紧承上文 (第二、三段) 论述了过度称重的弊端，“做法有弊端”和“改变做法”之间是因果关联，可见 For these _____ 作原因状语，for...reason(s)为常见搭配，表示“出于...的原因”，C 项正确。

10. 【参考答案】：A

【参考解析】：选项均体现逻辑关联，解题应着力辨明句内或上下文信息间的逻辑关系。句意“从原先每日称重改为每月称两次”内含两个元素“旧方式、新方式”，switched to 表明两者关联：后者取代前者。instead 表“取舍/替代”时形式有二：其一是与 of 构成复合介词 (后接“被替代的内容”) 其二是作为副词位于句末 (sb doesn't do sth,but does sth else instead)，表现前述两件事的取舍/替代关联，故 A 项正确。

11. 【参考答案】：A

【参考解析】：空格所在句指出，既然减肥不是目标，那么每周_____体重就不那么重要了。否定性表述 less important 表明“_____ my weight each week”成与第一句“每日称重(weighing myself every day)”对应，而这种“频繁的观察和记录”等同于“跟踪体重的任何变化”，也与开篇 stay aware of any... fluctuations 契合，A 项 track 可表示“跟踪 (表现或进展情况)”，符合文意。故选 A。

12. 【参考答案】：D

【参考解析】：空格所在句解释“隔周称重”的好处 (allows me to...):让人能够发现并_____体重的任何显著变化。这应放与上文第三段所述“每日称重”的弊端 (训练改变所致的体重变化要一个月才显现，每天称重的数字说明不了问题) 相对，故每月两次称重应有助于“了解体重明显变化的原因，是否是由于锻炼不合理，避

免盲目调整方案)”，D项 account for 符合文意。

13. 【参考答案】：B

【参考解析】：句首 That 回指第三句“发现任何明显的体重变化、并明确变化原因”。由第二段第三句“一味关注怎样把体重计上的数字降下来，使我改变了训练计划”可知，作者称重是为了指导健身方案，而本句意在强调隔周称重的好处“不会因任何小变化而改变健身方案/会依据两周称重一次的结果决定是否调整方案”，B项 adjust 与第二段第三句 altered 近义，符合文意。故选 B。

14. 【参考答案】：A

【参考解析】：as well 提示空格句与上段为并列关系。上段末两句指出，隔周称重能让人发现并解释体重的明显变化，有助于判断是否该调整训练计划。故空格句应表示“明显体重变化（即称重结果）还可以作为营养摄入的参考”，A项 results 符合文意。

15. 【参考答案】：C

【参考解析】：由空格后并列连词 and 可知，constantly_____ 与 dropping weight 语义同向，各项似乎都可以与“体重下降”并列，但上下文 nutrition、increase my daily caloric intake 提示此处与“营养、热量摄入”相关，可见空格部分应表示“热量摄入不足（即会有饥饿感）”，C项 hungry 符合文意。

16. 【参考答案】：D

【参考解析】：that 从句内容完整，判断其为同位语从句，说明空格词的内涵，也即空格词是对 that 从句内容特征的概括。由 If 引导条件状语从句可知，“训练强度保持不变，但经常感到饥饿并且体重下降”为前提（If...），“这（种情况）是需要增加每日热量摄入的_____”为结果/结论（this is a...）。关联内容可知句意为“这种情况的出现表明需要增加热量摄入了”，D项 sign 符合文意。

17. 【参考答案】：C

【参考解析】：不定式 to stop weighing myself every day 为空格词的后置定语（“停止每日称重的_____对身心健康产生了奇妙影响”），由第四段首句可知“我”意识到问题后停止了每日称重，故空格词应表示“（经过一段时间观察或思考后对如何做更好的）判断、抉择”，C项 decision 符合文意。

18. 【参考答案】：A

【参考解析】：由句中 no longer carry the burden of...（不再有.....的负担）以及文中“对之前频繁称重的弊端、如今隔周称重的好处”的论述可以判断句意为：现在“我”摆脱了“日日关注体重、却看不到明显体重变化而失望”的负担，A项 disappointing 符合文意。

19. 【参考答案】：D

【参考解析】：空格前为“我更好地达成了我的健身目标”，空格后为“我基于目标，而非体重秤上的数字进行锻炼”，且前者为完成时(I've...)，后者为进行时(I'm training)。很显然前后为“结果→原因”的逻辑，D.because 符合文意。

20. 【参考答案】: A

【参考解析】: Rather than (而不是) 表明前后语义“_____在体重计上”与“将注意力转移到你的外观和感觉.....上”为“舍前取后”的关系, 再结合第二段首句“每日称重时唯一的关注点为体重计上的数值”, 可知前者应表示“只关注体重计上的数值”之意, obsessing over the scale 与第二段首句 focusing solely on the scale 一致, 故 A 项符合文意, **obsess over sth/sb 为固定搭配, 表示“对某事/某人过分担心”。**

Section II Reading Comprehension

Part A

Directions:

Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (40 points)

Text 1

21. 【参考答案】: C

【参考解析】: 根据题干“researchers”, “guilt”, “a good thing”关键词定位到第一段最后一句, 除此之外, 题干中还有关键词“because”, 判定该题属于细节题中考查因果逻辑关系的题目。原文中第一段最后一段明确出现了“This is why researchers generally regard so-called moral guilt...a good thing.”根据代词向前文指代的原则, 题干中所问的原因就在上一句, 由“Children aren’t born knowing how to say ‘I’m sorry’, rather, they learn over time that such statements appease parents and friends—and their own conscience”, 其中的“such statements appease parents and friends—and their own conscience”(该品质能够使父母/朋友和孩子自己都感觉更舒适), such statements 指代的即为“say sorry”或文章主题词 guilt, 纵观四个选项, 只有 C 选项 foster a child’s moral development(提高孩子的道德发展)可以实现同义替换, 故为正确答案。其余三个选项文中均未提及。

22. 【参考答案】: B

【参考解析】: 本题为细节题。

根据题干中 many people still consider 定位至第二段前两句: 在常人眼中, 内疚感是件坏事(a bad rap)。它令人深感不安(deeply uncomfortable)——它是让人身负重甲的情感(the emotional equivalent of wearing a jacket weighted with stones)。即: 内疚感是沉重的情感负担, B 项正确。

A 项利用第二段第四句 feelings that may be advantageous... may be harmful...捏造出 deceptive, 但此处是论证“情绪的双面性(可以有益, 也会有害)”而非“欺骗性”。C 项由首段末句 in the right amount, to be a good thing (适量内疚感是好事)捏造出文中没有的信息“内疚感容易过量/上瘾”。D 项利用 rap 字面含义“罪名”捏造干扰, 但原文指“内疚感名声差/不受人认可”, 并非“内疚感是不可原谅的罪过”。故本题选 B。

23. 【参考答案】: D

【参考解析】: 本题为细节题。

根据题干定位至第二段第四句, 该句指出: 这一复兴(this revival 回指 rethinking about guilt)属于一种更宏观认识的一部分, 即, 情绪并非非好即坏(binary)——在一种情境下有利的情绪在另一情境下可能有害。第五、

六句进一步论证：通常认为有害的情绪（嫉妒和愤怒）可能有利，通常认为有利的情绪（快乐）也可能有害。可见 D 项正确。

A 项与第二段第四句“在一种情境下有利的情绪在另一情境下可能有害”蕴含之意“情绪与情境紧密相关”相悖。B 项利用第三段第二、三句 hold a cooperative species together、social glue 推理得出 socially constructive，却答非所问：这是人们对内疚感进行反思的结果——就内疚感(guilt)作用的新认识：而非反思的源起——就情绪(emotions)作用的新认识。C 项源自第二段第六句“太过愉悦可能具有毁灭性”，但该内容是为了和第五句共同论证第四句“情绪的双面性”，与“情绪稳定、身体健康”无关。故本题选 D。

24. 【参考答案】：B

【参考解析】：本题为细节题。

根据题干关键词 cooperation and sharing 定位至第四段第三句。该句指出马尔蒂等研究发现，内疚感和同情心可能代表了通往合作和分享的不同路径(guilt and sympathy may represent different pathways to cooperation and sharing)，即：合作和分享可来源于同情心或内疚感，B 项正确。

A 项将第四段第二句信息“内疚感可以弥补某种情感缺失”篡改改为“合作和分享可以矫正（多种）情感缺失”。C 项将第四段 compensate for an emotional deficiency 和 pathways to cooperation and sharing 杂糅，并逆向推出“合作和分享可以弥补情感缺失、带来情感满足”，但实则因果颠倒（文中合作分享是“果”），且夸大其词（将“弥补缺陷”夸大为“带来满足”）。D 项曲解第四段第四句 which can rein in their nastier impulses 所含关系：结合上句可理解该句所含关系为“内疚感可抑制恶意冲动（生成合作与分享）”，绝非“冲动行为可以带来合作与分享”。故本题选 B。

25. 【参考答案】：D

【参考解析】：本题为词义理解题。

第五段第二句指出 Malti 评估了每个孩子的整体同情心水平及他或她在道德_____后产生负面情绪的倾向。由此可知，moral transgressions 导致负面情绪(negative emotions)。再由上文的研究发现和下文的具体实例可知，negative emotions 指内疚感(guilt)。推理可知：人在做出“不道德行为”后会产生“内疚感”，D 项意为“错误行为，违背道德或法律的行为”，合乎逻辑。

A、B 项均属中性词，moral teachings/discussions（道德教导/讨论）甚至带有积极、正向含义：无法产生“负面情绪”，故排除。C 项虽本身带贬义，但 moral restrictions（道德制约/道德约束）往往导向“正向行为”，不会产生“负面情绪”，且与 after 无法直接搭配，也可排除。故本题选 D。

Text 2

26. 【参考答案】：D

【参考解析】：本题为推断题。

首段第一句指出，森林为应对气候变化的斗争带来一项更严峻的挑战。第二、三句具体阐释挑战内涵：人类活动威胁/削弱森林的吸碳能力，气候变化可能终会导致森林的碳排放量超过吸收量。可见，作者言及“一项更大的挑战”意在表明森林对于对抗气候变化问题的潜在威胁：从“碳吸收者”转变为“碳排放源”（进而进一步加剧气候变化），D 项正确。

A 项将挑战的影响对象（这一挑战会加剧）“气候变化”偷换为挑战本身，且将“气候变化加剧”夸大“气候

变化失控”。B项由第二句“人们依靠森林吸收二氧化碳，却不断破坏森林的吸碳能力”曲解而来，但文意重在说明人类对森林的吸碳能力未加以保护，而非对全球变暖存在误解。C项由 climate change、carbon dioxide 等气候、污染相关词汇臆测得出，文中并未涉及“极端天气”相关信息。故本题选 D。

27. 【参考答案】：D

【参考解析】：本题为细节题。

根据题干关键词 carbon sinks 定位至第二段。该段第二句指出，要使森林在未来发展成为有价值的“碳汇”，需要降低它们现有的吸碳能力，D项正确。

A、C项从第三段提及的两种植物 young trees、brush 分别曲解出“保护生物多样性”、“实现不同植物间的平衡”，而文意实为“减少幼树及灌木数量（以暂时降低森林的碳承载力）”。B项与第三段第一句 thin out young trees（thin out 指“使稀疏”）相悖。故本题选 D。

28. 【参考答案】：B

【参考解析】：本题为细节题。

由题干关键词 endeavors to“致力于”可知，本题考查加州森林碳计划的目的，对应第三段第一句 Forest Carbon Plan aims to...。该句指出，加州的森林碳计划旨在疏伐幼树、清理森林灌木，第二、三句继而指出“这一做法能让剩余林木茁壮成长，修复森林吸碳能力”。可见，计划旨在“去除部分吸碳力较弱的林木，即降低部分森林的密度”，B项正确。

干扰项均由第四段列举的破坏森林的因素（干旱、昆虫、野火）捏造出相应的解决对策，其中 A、C项皆由第二句“干旱和昆虫导致加州 1 亿多棵树木死亡”而来；D项由“野火烧毁数十万亩森林”而来，但文中实际以这些因素对森林的巨大破坏性，凸显制定森林碳计划的紧迫性，而无关加州计划的目的。故本题选 B。

29. 【参考答案】：A

【参考解析】：本题为细节题。

由题干关键词 essential 定位至第五段第二句 so it will be vital to...该句指出，在总面积 50 万英亩的可受益森林中，加州计划每年可处理的森林面积仅占很小的比例。因此，优先处理火灾或干旱风险最大的区域至关重要，A项正确。

B项将加州计划设置的“森林年处理面积达到 35000 英亩的时间节点”篡改为“计划落实的最后期限”。C、D项干扰均源于第五段第一句“（处理森林的）资金来源于加州排放许可证拍卖的收益”，但该内容仅简单提及，无从证实其为计划的关键。故本题选 A。

30. 【参考答案】：C

【参考解析】：本题为态度题。

第二段段首 Thankfully(值得庆幸的是)、第三句 leading the way、as it does on so many climate efforts (加州在明确细节方面做出了示范、如同它在气候问题上的诸多其他举措一样)、末段总评 should serve as a model(加州计划应成为一个典范)均体现作者对加州计划的肯定态度，C项正确。

A项干扰源自第二段第一句“这（森林碳计划）需要达成一种微妙的平衡（subtle balance）”，但此处是指巧妙权衡”（疏伐树木以降低）森林短期吸碳能力 VS（给剩余树木更多水分以提高）森林长期吸碳能力”。而非

作者对计划的态度“微妙、不明晰”。B项将计划的短期影响“降低森林碳承载力”、具体方案“年处理的森林面积比重小”曲解为计划的缺陷，进而得出作者包容缺陷的态度。但前者是提高森林长期吸碳能力的途径；后者是为了凸显优先处理高风险区域的必要性，二者均非计划缺陷。D项“谨慎的”意味着作者对加州计划心存警惕，而全文并未提及计划可能造成的风险，可排除。故本题选C。

Text 3

31. 【参考答案】：C

【参考解析】：本题为推断题。

由首段“如果没有针对农工移民政策的彻底改革，农户对劳工短缺问题的抱怨将会永无休止”可知问题根源在于“农工移民政策”；再由第二段“国会阻挠创设更便捷签证的努力，而这一现状若不改变将后果严重”可知移民政策问题所在“签证办理繁琐困难”，由此因果链条即可推知，当前应当解决的严峻问题是美国农工移民政策问题，C项正确。

A项由首段末 immigration rules for farm workers“农工的移民政策”移花接木为 discrimination against foreign workers in the U.S.“歧视美国外籍劳工”，而“歧视外籍劳工”在文中无迹可寻。B项利用文中 rules、American businesses 设障，文中只论及政策有碍美国引入外籍农工，而未提及政策偏袒部分美国企业。D项将美国农业的问题“劳动力短缺”偷换为“就业机会减少”。故本题选C。

32. 【参考答案】：D

【参考解析】：本题为推断题。

由题干关键词 U.S. agricultural workforce 定位至第三段。该段第四、五、六、七句指出：美国农业劳动力正在老龄化，而庄稼收割对于年纪大的劳工而言很困难。由此可初步判断，美国农业劳动力存在的一个问题是“老龄化”。再根据第三句“当前农工仍主要出生于墨西哥”以及第八句“本土工人不可能回归农业”可推断“当前美国农业劳动力以外籍工人占主导”，也即“老龄化问题”主要指的是“外籍劳工的老龄化问题”，从而敲定D项。A项与第二句“来美国的这种工人（第二句中 such workers 指代首句 undocumented immigrants，与选项中的 illegal immigrants 同义）越来越多”相悖。B项与第三句“今天的农业劳动者更有可能定居而非移居，更可能已婚而非单身”所体现的“高稳定性”相悖。C项中“有经验的工人”在文中无迹可寻。故本题选D。

33. 【参考答案】：B

【参考解析】：本题为细节题。

由题干 the much-argued solution to the labor shortage 定位至第三段第三句(One oft-debated cure for this labor shortage)。冒号前指出一个常被争议的解决办法依然是不现实的，冒号后指出美国本土工人不会回归农场。由此可见，备受争议的解决办法是让美国本土工人回归农业，B项正确。A项第三段提到的问题“农工老龄化”捏造出解决办法“吸引更年轻劳动力去务农”，但文中并没有相关信息做支撑。C项利用第四段提到的解决办法“机械化、机器人”干扰，但这并非题干所问“备受争议”的解决办法。D项中 financial support“财政支持”在文中未被提及。故本题选B。

34. 【参考答案】：A

【参考解析】：本题为细节题。

根据题干 Agricultural employers、complain 定位至第六段第二句(employers complain)。该句指出：即便 H-2A 签证签发数量不受限，农业雇主依然抱怨劳工短缺；第三、四句随后解释原因：签证签发繁琐、昂贵、不可靠，官僚主义所致的迟滞使得 H-2A 签证工人的平均上工时间晚 22 天。综上可知，雇主的抱怨源于 H-2A 签证的签发繁琐缓慢，即 A 项正确。

B 项中 duration of stay 源自第二段第一句 would let foreign workers stay longer in the U.S.，虽由文意可知当前签证所允许的停留时间有限，但第六段中并未指出这是农业雇主抱怨 H-2A 签证的原因。C 项由第三句中 cumbersome“(过程或系统)耗时的，累赘的”曲解出 tightened requirements“要求多、标准多(所以耗时)”，但该词在文中意在突出“慢、难”而非“高标准”。D 项与第一句 no numerical cap“没有数量限制”相悖。故本题选 A。

35. 【参考答案】：B

【参考解析】：本题为主旨题。

文章首先引出美国农业劳动力短缺问题及其根源“农工移民政策欠缺”；随后分析当前的移民政策(繁琐、昂贵、不可靠)及劳动力短缺问题的相关解决办法(既包括并不可行的“让美国本土工人回归农业”、“用机器人代替人力”，也包括现行的“签发 H-2A 农工签证”、“引入农产品”)：最后总结指出美国农工短缺问题的解决思路是“要么引入食品、要么引入劳工”。由此可知，B 项正确。

A 项中 U.S. Agriculture 与文章话题相关，但 in Decline(走向衰落)与文章核心问题 labor shortages 有太大出入。C 项利用第三段中提到的美国农业劳动力主要输入国墨西哥干扰，但 Saved(拯救)言过其实；且劳动力短缺问题根源在于美国移民政策，而与墨西哥无关。D 项无力概括全文，“机械化/自动化”仅在第四段作为美国农业劳动力短缺问题(暂不可行)的解决方案被提及。故本题选 B。

Text 4

36. 【参考答案】：B

【参考解析】：本题为细节题。

第一段先指出“一众明星主演了一部为世界环境日拍摄的新短片”第二句破折号后随即明确众明星出演该短片的目的“鼓励消费者换掉一次性塑料制品、以抗击塑料危机”，B 项正确。

A 项源自第二段第一句 a call...to enact legislation to curb single-use plastics，但“呼吁政府立法”属于“为环境日汇总的关键信息”，而非“明星拍摄新短片的目的”。C 项将第一段第二句“呼吁公众以行动抗击塑料危机(swap out...to combat...)”篡改为“征求公众对塑料危机的看法”。D 项由第一段第二句 single use plastic staples、the plastics crisis 推出二者可能存在因果关系“一次性塑料制品引发塑料危机”，但忽略动词 swap out，将该句重心“抗击塑料危机的手段”曲解为“揭露塑料危机的起因”。故本题选 B。

37. 【参考答案】：B

【参考解析】：本题为细节题。

第三段第三句先指出“‘仅停用一次性塑料品’可能产生危害：满足人们‘已尽本分’的心理需求，使人们不愿做出进一步行动”；随后以同位语进一步说明这种心理需求被满足即“(获得)道德许可”，它让我们止步不前，不去做更多的事，B 项契合此意。

A 项由第三段第三句“道德许可使我们止步不前，不去付出进一步行动(without ever progressing, stops us doing

more)”过度推出“道德许可误导我们去做毫无价值的事”。C项将第三段第二句“仅停用一次性塑料制品收效甚微”(On their own,taking...or quitting...accomplish little)篡改为“道德许可削弱自我成就感”,首先两者论述主题不同,其次由第三句 satisfying a need to have“done our bit”可知“人们自认为已尽本分、成就感满满(成就感并未削减)”。D项将第三段第三句“人们止步不前”的原因“认为自己已尽本分”曲解为“对成功的渴望减弱”。故本题选 B。

38. 【参考答案】: D

【参考解析】: 本题为推断题。

第四段先揭露“我们一直强调个体消费责任”,随后指出“我们忽视了对一股力量的制衡,这股力量暗示作为消费者我们必须可持续消费,而不强调作为公民应问责政府及产业、以推动真正的系统变革”,也即,我们应制衡“过度强调个人作为消费者责任”的力量,同时意识到自身作为公民“应对政府及产业进行环保问责”,D项符合“让政府发挥作用、承担责任”之意。故本题选 D。

39. 【参考答案】: D

【参考解析】: 本题为词义理解题。

第五段第三句指出“德松布尔主张,集中改变众人行为的最佳方式是做出结构性变革”,第六段第一句举例阐释“结构性改变”所指——征收塑料税、发布塑料禁令、鼓励塑料回收等,这些均属“政府采取的、自上而下的结构性改革”,D项正确。

A项由第六段“结构性变革”涉及塑料生产者(污染者)、使用者臆测出“这种变革应对双方都有利”,但文中所提塑料税显然不利于塑料生产者。B项与第五段第一、二句“不该指望每个人都把环境放在首位/保护环境不能靠个人自律”相悖。C项源自第六段 adds a cost、但此举旨在强调“通过征收塑料税来遏制污染、有效对抗塑料危机”,而非“增加政府税收/提高政府效益”。故本题选 D。

40. 【参考答案】: C

【参考解析】: 本题为态度题。

第七段指出德松布尔观点“个体行动过于缓慢,不足以成为改变集体行为的唯一、乃至到首要方法”,第八段进而阐释“除了积极参与的公民,我们更需要影响集体行动的进步政策”。可见,作者认为“环保问题上,个人努力远远不够,更需要政府的政策推动”。C项正确。

A项源自第八段 progressive 一词,但将其所修饰名词由“policies(政府政策)”偷换为“citizens(公民个体)”。

B项将文中“个人环保行为:自带购物袋、不用塑料吸管等”与“破坏环境行为(environmentally problematic action)”杂糅,得出“人们有时保护环境、有时破坏环境”,但文中两种行为实际源自不同群体。D项将第三段第一句 our limited sense 断章取义为“不够理性”,但结合其后定语 of what needs to be achieved 及下句举例可知,此处实指个人对“需要实现怎样的环保目标”认识有限。故本题选 C。

Part B

Directions:

Read the following text and match each of the numbered items in the left column to its corresponding information in the right column. There are two extra choices in the right column. Mark your answers on the

ANSWER SHEET. (10 points)

41. 【参考答案】: A

【参考解析】: 根据题干 Ryan Hooper 定位到第四、五段(said Ryan Hooper、"...he said)。两段分别指出其观点“让孩子参与重大决定是个很好的想法”以及理由“孩子们在应对重大变动时会面临严重困难”。A 项与第五段所述 Ryan Hooper 观点一致, 选项复现关键词 significant moves: challenges 同义替换 serious difficulties; pose...to...是 face 的反向表达(pose A to B=B face A)。D 项 children should...involvement in homebuying decisions 看似与第四段 The idea of involving children in a big decision is a great idea 相符, 但仔细对比可发现 D 项语义重点实则在于 a sense of involvement, 强调“给孩子参与的感觉(即不一定真让孩子参与)”, 而第四段建议为“让孩子实际上参与”, 二者有明显区别。故本题选 A。

42. 【参考答案】: D

【参考解析】: 根据题干 Adam Bailey 定位到第七、八段(said Adam Bailey, Bailey said)。两段共同提出建议: 应该给孩子一种“参与购房决定”的感觉(第七段概括提出建议, 第八段具体说明应如何做); D 项是对 Adam Bailey 建议的概括 其中 should be given a sense of involvement 对应 make them feel like they're being included、children should feel like they're choosing their home; homebuying decisions 对应 choosing their home, the decision-making process. 故本题选 D。

43. 【参考答案】: C

【参考解析】: 根据题干 Tracey Hampson 定位到第九、十段(said Tracey Hampson, Hampson said)。两段共同指出: 购房的许多方面都不是孩子会考虑的问题, 过于注重他们的意见会毁掉极佳的购房机会; (因此) 在做出购房决定前有必要和孩子聊聊, 但不应仅基于孩子的意见作出决定。C 项与 Tracey Hampson 观点相符, 选项复现关键词 base...on; only 与 solely 同义; home purchases 对应 purchasing decision; children's 与 their 同指。故本题选 C。

44. 【参考答案】: G

【参考解析】: 根据题干 Aaron Norris 定位到第十一至第十三段(said Aaron Norris, "...he said、Norris said)。其中前两段指出, 许多孩子关于房地产的观点受到 HGTV 节目的巨大影响, 这会带来财务上的严重后果。可见 G 项与 Aaron Norris 观点一致, 其中关键词 many children 复现: influenced 对应 base... on.../changed; the media (媒体) 说明 HGTV 节目的性质。故本题选 G。

45. 【参考答案】: F

【参考解析】: 根据题干 Julie Gurner 定位到第十四、十五段(said Julie Gurner、"...Gurner said."...)。两段以因果逻辑阐释观点: 孩子的想法随时在变, 因此购房决定不应取决于孩子的意见, 而应尽量满足他们的需求。F 项与此观点匹配, 其中 homebuying decisions 对应 that decision; be based on 与 be made contingent on 近义; rather than 和 not...but rather., 都表取舍(B rather than A=not A but rather B)。故本题选 F。

Section III Translation

46. 【参考答案】:

人们很容易低估英国作家吉米·哈利。他的写作风格平实，可读性很强，以至于人们可能会觉得任何人都可以模仿他的风格。我经常听到人们说“我也能写书，只是我没这个时间而已。”这就是说起来容易做起来难。恰恰与人们普遍的，吉米·哈利并不认为他早期所谓的“来试一试写作”很容易。尽管他显然有着极高的天赋，但是他最终呈现给世界的精雕细琢的作品正是由于他年复一年的练习、反复的修改和大量的阅读积累的结果。和大多数作家一样，他也曾失望过和被拒绝过，但这些挫折使他更加坚定了取得成功的信心。他一生取得的每一个成就无不经历困难挫折，他在文学领域所取得的成功也不例外。

【参考解析】:

翻译时注意语序的调整和语义的表达，需保持语句通顺，行文流畅。

考点：underestimate: 低估；readable: 通俗易懂的、可读性强的；imitate: 模仿；abundance: 大量，丰富；disappointment: 失望；rejection: 拒绝，否决；literary: 文学的；exception: 例外。

句子结构：It is easy to underestimate...中”It“是形式主语，本句采用增译法，翻译为”

人们很容易低估...“。How many times have I heard people say 这里为了保持句子翻译符合中文表达，翻译为“我经常听到人们说”。James Herriot, contrary to popular opinion, did not find...中，“contrary to popular opinion”为插入语。

Section IV Writing

Part A

47. 【参考范文】

Dear Professor Smith,

Thank you for trusting me to arrange the debate. Now the competition is ready except for the debate topic, so I am writing to offer my advice regarding the topic.

I suggest making "Is Traffic Jam Caused by Inadequate Transport Infrastructure or Poor Management" our debate topic. This topic is debatable as it contains two major reasons of traffic paralysis. And given that urban planning and public policies involved are taught in this semester, I think the argumentation surrounding this topic will deepen students' understanding of their courses. Finally, this topic which includes hot issues concerning every student, like shared bikes, is a great way to get them think and talk.

The debate will be held at school hall from 6:00 p.m. to 8:00 p.m. on Friday. I will be waiting for your response on this matter.

Yours sincerely,

Li Ming

【参考译文】:

亲爱史密斯教授：

感谢您信任我来组织本次辩论赛。目前，比赛各项事宜已准备就绪，只剩辩题尚未确定，所以我写信来告诉您我对选题的建议。

我建议将“城市交通堵塞是基础设施问题还是管理问题”作为辩题。此辩题涵盖交通堵塞两大主要原因，具有辩论性。同时辩题涉及的城市规划、公共政策内容与本学期课程相关，我认为就此进行辩论可加深同学们对课程内容的理解。最后，这个辩题囊括了同学们关注的一些热点问题，如共享单车等，非常适合用

来引发思考与讨论。

本次辩论赛安排在周五晚上六点到八点，在学校礼堂举行。期待您对此事的回复。

李明
敬上

Part B

48. 【参考范文】

The bar chart displays dramatic changes in terms of college graduates' choices these years. Specifically, the proportion of those who entered the field of employment after graduation declined hugely from 68.1% in 2013 to 60.7% in 2018, whereas that of those pursuing further education ascended enormously from 26.3% to 34.0% during the same time span. In the meanwhile, the five years also witnessed a slight increase from 1.3% to 2.6% in the percentage of starting a business.

The data reflects a shift in graduates' view regarding post-university life. On the one hand, as graduates are mostly expected to support themselves, start a family and climb up the career ladder, joining the workforce often becomes their first choice. On the other hand, with people's living improving, this idea is changing gradually. Owing to less financial stress, graduates are increasingly willing to undertake postgraduate study for higher goals in a world with greater demand for professionals. Meanwhile, going self-employed gets more popular as the threshold of starting a business lowers in digital economy.

Predictably, with economic growth, graduates will enjoy more and diverse options. And only by creating the social atmosphere of respecting individual choices can more graduates fearlessly embark on the path that fits them most.

【参考解析】：审题：

图表信息	信息解析	推导寓意
图表下方标题为“某高校2013年和2018年本科生毕业去向统计”。 图表中显示：2013年本科毕业生就业、升学、创业的人数占比分别为68.1%、26.3%、1.3%；而2018年这三个数据分别为60.7%、34.0%和2.6%。	数据显示13年和18年，本科毕业生大多选择就业，但18年就业人数占比相比13年出现大幅下降。升学人数占比次之；与13年相比，18年选择升学人数显著攀升。毕业后创业的学生最少，18年创业人数比例比13年略有增加。	就业人数下降，而升学和创业人数增长，折射出新一代大学毕业生就业观发生变化，更注重提升自我，或以其他方式实现自身价值而不急于就业。

【参考译文】：

柱状图反映出近年来本科毕业生去向选择发生的巨大变化。具体而言，毕业后选择就业的人数占比从2013年的68.1%大幅降至2018年的60.7%，而同一时期内，升学人数占比却从26.3%跃升至34.0%。同时，创业人数比例在这五年中也有小幅攀升，占比从1.3%增加到2.6%。

该数据反映了毕业生对“毕业后何去何从”的观念正在发生变化。一方面，由于社会普遍期待大学生毕业后自食其力、成家立业，找工作往往就成为他们的首选。另一方面，随着人们生活水平的提高，这种观念也在悄然发生变化。如今毕业生经济负担减轻，在这个对专业人才需求愈增的世界中，他们自然更愿意继续深造以实现更高的人生追求。同时，随着数字经济中创业门槛的降低，自主创业也愈加受到青睐。

可以预见，随着经济的发展，毕业生的选择也会日益多元化。而只有全社会共同营造尊重个人选择的氛围，才能有更多高校毕业生勇敢选择最适合自己的发展道路。

真题研究

考研

教
辅

硕士研究生