

绝密★启用前

# 2015 年全国攻读工商管理硕士学位 研究生入学考试

## 英语二试卷【1】

### 考生须知

1. 选择题的答案须用 2B 铅笔填涂在答题卡上，其它笔填涂的或做在试卷或其它类型答题卡上的答案无效。
2. 其他题一律用蓝色或黑色钢笔或圆珠笔在答题纸上按规定要求作答，凡做在试卷上或未做在指定位置的答案无效。
3. 交卷时，请配合监考人员验收，并请监考人员在准考证相应位置签字（作为考生交卷的凭据）。否则，所产生的一切后果由考生自负。

姓名：

预报考院校：

## 2015 年攻读工商管理硕士学位全国联考

### 英语二测试

#### Section I Use of English

Directions: Read the following text. For each numbered blank there are four choices marked A, B, C, and D. Choose the best one and mark your answer on ANSWER SHEET 1. (10 points)

Are you single but too busy to search for love? Then you need to try the latest dating phenomenon that is sweeping 1 the UK ----speed dating.

Speed dating 2 men and women meeting in a room and finding out as much as they can about possible 3 in three minutes. It's proving very 4 with Britain's young people who find that they haven't got the time to 5 that special one.

At a speed dating event you are given three minutes to talk 6 , with a member of the opposite sex. Then a bell 7 and you move to another person and start chatting again. 8 the evening you will have spoken with up to twenty men or women!

If, by the end of a conversation, you 9 the person or would like to see them again, you write it 10 on a card. Then, if the other person also 11 you, the organizers will contact you with their details.

But is three minutes long enough to make an impression and 12 if you want to see someone again? Research suggests that 13 can be felt within the first thirty seconds of meeting someone, and that is 14 speed dating is all about, knowing quickly if you are going to like someone.

And what about romance? Is it possible to make a good 15 in such a short time? 16 , people say you can't hurry love. 17 , Britain will soon have its first marriage from a speed date.

So, if you are on a 18 to find Mr. or Miss Right, what have you got to lose? 19 , you still go home on your own. But 20 , the person of your dreams could be just three minutes away.

1. A. off      B. across      C. over      D. through
2. A. requires      B. inquires      C. revolves      D. involves
3. A. partners      B. spouses      C. friends      D. counterparts
4. A. practical      B. popular      C. favorable      D. normal
5. A. meet      B. face      C. avoid      D. watch
6. A. all in one      B. one after one      C. one on one      D. one and all
7. A. knocked      B. shaken      C. swung      D. Rung
8. A. By the end of      B. In conclusion of      C. By the way      D. In the matter of
9. A. attract      B. enjoy      C. chase      D. fancy
10. A. down      B. off      C. up      D. back
11. A. fancies      B. fantasizes      C. daydreams      D. prefers
12. A. work on      B. work out      C. work at      D. work up
13. A. emotion      B. sentiment      C. chemistry      D. attachment
14. A. how      B. what      C. all      D. where
15. A. conclusion      B. reflection      C. guess      D. judgment
16. A. In all      B. After all      C. Of all      D. And all
17. A. However      B. Therefore      C. Besides      D. Still
18. A. tour      B. route      C. direction      D. mission
19. A. At last      B. At first      C. At worst      D. At end
20. A. at best      B. at least      C. at most      D. at once

**Section II Reading Comprehension**

## Part A

Directions: Read the following passages. Answer the questions below each passage by choosing A B C or D. Mark your answers on ANSWER SHEET 1. (40 points)

## Passage One

Asked to pen an endorsement for Paul Allen's new autobiography, Bono, a well-known musician, declares that the co-founder of Microsoft's "...intellect and generosity of spirit are there on every page". He is only half right. "Idea Man" does provide plenty of insights into the ways in which Mr. Allen has helped revolutionise everything from software to space travel. But its pages are also permeated by bitterness towards Bill Gates, the man with whom he created a company that transformed the world of technology. Indeed, there are enough sour grapes in these pages to fill an entire vineyard.

The irony is that the primary focus of Mr. Allen's resentment—his co-founder's intense competitiveness—is also one of the things that propelled Microsoft to greatness. That trait, and the tension that it provoked between the two men, is evident from the time they meet at school. Mr. Allen describes how Mr. Gates became restless when a practical joke he played on Mr. Allen backfired. In another scene, he portrays his pal sweeping the pieces off a chessboard in fury when he lost yet another game to Mr. Allen.

As any veteran of a start-up will tell you, the strains of building a company can be enough to undermine even the strongest partnerships. In the case of Microsoft, set up in 1975, the surprising thing is that the union between the two men lasted as long as it did given the tension that already underlay their friendship. Mr. Allen eventually walked out of the company in 1983, leaving Mr. Gates in sole charge of Microsoft, which then went on to turn both men into billionaires.

The main reason the duo held together for more than a couple of years was that each of the entrepreneurs brought something valuable to the table. Mr. Gates's single-minded focus on winning everything, whether a chess game or a vital business deal, was complemented by his partner's ability to see the bigger picture—an ability reinforced by Mr. Allen's diverse set of outside interests, ranging from music to sport and science fiction. Mr. Allen acknowledges that the two men were "extraordinary partners". He likens their union to that of Bill Hewlett and David Packard, or Larry Page and Sergey Brin, the founders of Google.

But rather than going on to give Mr. Gates the considerable praise he is due for turning Microsoft into a corporate Leviathan as its chief executive, the book instead dwells on the clashes that the two men got into over the size of their respective ownership stakes while they were still working together—arguments that were fueled by Mr. Gates's fear that his partner was not sufficiently committed to making Microsoft a success. In the end, Mr. Allen, who has already suffered two bouts of cancer, decided to leave to pursue other projects.

21. In the beginning, Bono's remark is quoted to \_\_\_\_\_.  
A. Explain the charm of Mr. Allan  
B. Introduce the following topic  
C. Show respect to the co-founder  
D. Emphasize authority of the book
22. The story of "chessboard fury" attempts to indicate that \_\_\_\_\_.  
A. Mr. Allen envies his partner  
B. Mr. Gates is bad tempered  
C. Mr. Gates is fairly aggressive  
D. Mr. Allan often fails in games
23. According to paragraph 3, we learn that \_\_\_\_\_.  
A. Friendship is vulnerable to working pressure

- B. The two giants have never given in to break-up  
C. Being billionaires destroyed their partnership  
D. It is full of stresses to keep a start-up for long
24. Which of the following can best describe Mr. Gates?  
A. A penny saved, a penny earned.  
B. A friend in need is a friend indeed.  
C. Birds of a feather flock together.  
D. Cannot see the wood for the trees
25. This passage seems to be a(n) \_\_\_\_\_.  
A. Autobiography  
B. Book review  
C. Preface to interview  
D. Newspaper report

#### Passage Two

Plans to create a French Ivy League are part of the biggest shake-up in French higher education since students threw cobbled stones in 1968. Championed by President Nicolas Sarkozy, the idea is to spend €7.7 billion to produce a handful of world-class universities which can compete with the best that North America and the rest of Europe have to offer. The proposed "Sorbonne League" will require the country's highly selective business and engineering schools to work with universities and independent research organisations in return for financial support. They will also be expected to get closer to the business community.

While state funded universities in the UK and North America look anxiously at their balance sheets, these financially affluent new partnerships may help France to reverse its recent poor performance in the global university rankings. But some argue that Mr. Sarkozy's use of taxpayers' money is more an exercise in academic vanity than a way to achieve commercial success. After all, business schools the world over have already come to understand the value of collaboration with other academic disciplines to create wealth and jobs. The collaboration between MIT's management, engineering and science faculties, for example has created over 130 companies in the past 20 years with a market capitalisation of over \$15 billion.

However, there are a number of institutions around the world that show no signs of tying the knot with business schools, let alone offering the universal MBA. Caltech and Princeton, for example, are successful despite being the only two universities in the top 25 of the Times Higher Education university ranking that do not have a dedicated business school.

Caltech, for example, with its focus on science and engineering, boasts an impressive 31 Nobel Prize recipients for a school of only 300 faculty and 2,175 students. And the institution's concentration on pure science has not prevented alumni from becoming industry leaders, including the co-founder of Intel, the chairman of Boeing and the founder of the business incubator(孵化器), Idealab.

Jonathan Katz, the Chair for Humanities and Social Sciences, argues that a commitment to a liberal education means that students look at aspects of business that are often overlooked in MBA programmes. Courses in behavioral and social neurosciences for example use neurology, psychology, and economics to shed light on how people do business.

So if you are looking to explain how traders make decision, or why consumers will pay more for goods they can touch, you might want to ask a scientist rather than a businessman. Apparently they can even explain your choice of political candidate. Something the big-spending French president may want to think about as he seeks re-election next year.

26. "Sorbonne League" is created in France in order to \_\_\_\_\_.

- A. Defeat top foreign universities      B. Obtain more financial assistance  
C. Get in closer touch with business    D. Provide world class courses
27. The writer cites the example of MIT to make the point that \_\_\_\_\_.  
A. Mr. Sarkozy abuses public money    B. MIT led the academy commercially  
C. Universities are financially secured   D. Co-operation plays a critical role
28. It can be learned from Caltech that \_\_\_\_\_.  
A. Science students turn out better business leaders  
B. It is unnecessary to set up business schools at all  
C. MBA is not the only approach to business success  
D. Nobel prize winners are not related with business
29. Mr. Katz seems to believe that \_\_\_\_\_.  
A. Psychology is the key to business management  
B. Scientists are better informed of business decision  
C. MBA students need to broaden their horizon  
D. Students of liberal arts prove more talented
30. The author of this text feels \_\_\_\_\_ towards the French Ivy League.  
A. Suspicious      B. Optimistic      C. Indifferent      D. Impartial

## Passage Three

More people are dossing down in doorways and stairwells and stations all around England these days. Given the state of the economy and budget cuts to social services, that is hardly surprising. But a new survey by St Mungo's, a homeless charity, puts facts and faces to a grim picture.

Three-fifths of voluntary workers from St Mungo's and other agencies around the country, drawing on their contacts with the homeless, say rough sleeping has increased this year compared with last. Almost three-quarters of them reckon there is not enough emergency accommodation for the homeless in their areas. And well over half think the number of rough sleepers with mental-health problems has increased over the past five years.

"Battered, broken, bereft—why people still end up rough sleeping" includes findings from the first-ever survey of social workers across England as well as statistics from St Mungo's survey of its 1,500 clients. It is said to be the largest survey of homeless people of its kind. The breakdown of a relationship is the main reason why over two-fifths of men hit the street, support workers say: James, for example, ended up sleeping in a dried-up pond after he lost his wife and his job. It is domestic violence that pushes over a third of the women sleeping rough out of their homes: Maria talks of surviving stab wounds that required 43 stitches, as well as a broken knee, before she left her partner. More worrying still, 57% of rough sleepers in this study have mental-health issues, and the fact that most of them over-drink or do drugs too means that they are often treated effectively for neither condition. Matty's failure in two residential detox (戒毒) courses was blamed by those running the facilities on his "dementia", for example, yet when two applications were made to social services for mental-health support, the authorities insisted he was simply an alcoholic and did not need their help. And it is not necessarily minor cognitive malfunctions that affect rough sleepers: 16% of those with whom St Mungo's comes into contact have been diagnosed with mental disorders, whereas among the general population the figure is 1%.

St Mungo's findings are in line with other sources. According to the Department of Communities and Local Government, the number of people officially accepted as homeless in the three months to June 2011 was 17% higher than in the same quarter of 2010. The latest figures from CHAIN, the Combined Homeless and Information Network managed by the charity Broadway, show that 2,069 people were seen sleeping rough in London between July and September, 216 more than in the three previous months and 520 more than in the same

quarter a year earlier.

31. From the beginning we may know that \_\_\_\_\_.  
A. Voluntary workers face a harder situation  
B. England hosts the largest number of homeless  
C. Social charities will offer surprising services  
D. More people will turn out to be homeless
32. According to the text, which of the following is TRUE?  
A. Three-quarters of the rough sleepers end up heart-broken  
B. Mental conditions are often found with the homeless  
C. Prompt accommodations are hardly granted the homeless  
D. Surveys have been constantly made by the government
33. The example of Maria (para. 4) is mentioned to explain \_\_\_\_\_.  
A. Why women choose to leave their home  
B. How female members fall prey to violence  
C. How serious family violence can become  
D. Why a male partner should be abandoned
34. From Matty's story we may draw a conclusion that \_\_\_\_\_.  
A. Drugs are extensively distributed among homeless people  
B. Rough sleepers more often than not take to excessive drinking  
C. Mental disorders are overrated by the authorities concerned  
D. Treatments of rough sleepers are not effectively executed
35. In the last paragraph, "in line with" means \_\_\_\_\_.  
A. In opposition to      B. Contradicted by  
C. Consistent with      D. Irrespective of

#### Passage Four

When British politicians complain about interfering "Europe", it can be a toss-up whether they mean the 27-strong European Union (EU) or the Council of Europe, the 47-member outfit best known for the European Court of Human Rights that it runs in Strasbourg.

The Strasbourg court acts as a final place of appeal for those claiming a breach of the European Convention on Human Rights. A string of rulings have earned the convention a harsh reputation in Britain. It has been cited by Strasbourg justices to condemn a blanket British ban on prisoner voting. In British courts, it has been cited by foreign criminals appealing against deportation on the ground that they would thereby be deprived of a "family life" in Britain.

To Conservative backbenchers, the answer is simple. First, discard the 1998 Human Rights Act, introduced under the previous Labour government, which preserved the European convention in domestic law. Next, renounce the convention and, if need be, leave the Council of Europe. Government ministers are more cautious: abandoning the convention would weaken Britain's voice as a defender of human rights and might clash with Britain's EU membership. In Strasbourg to mark Britain's chairmanship, William Hague, the Conservative foreign secretary, said his government was "committed" to the convention, which "reflects many of the basic rights and freedoms that have been found in British law for centuries." Conservative ministers are less kindly about the Human Rights Act, which they say they would reject if not constrained by being in a coalition(联合) government. In truth, condemning the act is a distraction. Its main effect is to allow British judges to consider cases based on the convention without bothering Strasbourg. Reject it, and more British cases would head to the European court. Nor would much change if the government fulfils its ambition to create a British Bill of Rights. Such a bill could not

abolish rights found in the European convention (and common law precedent already protects family life and privacy).

Yet British judges are becoming more assertive in the face of Strasbourg activism. Lord Judge, the Lord Chief Justice, recently argued that the Human Rights Act only instructs courts to “take account” of Strasbourg rulings. The government has ambitious plans to curb the activities of the Strasbourg court, which is labouring under a stockpile of 155,000 cases going back years. Britain wants the court to decline cases if it can be argued that well-run national courts have properly considered their merits. Britain is also proposing a declaration by the Council of Europe’s members on subsidiarity— a jargon for saying that Strasbourg justices should leave national authorities more room for interpreting rulings. That would, for instance, let countries decide, within reason, which criminals should lose voting rights.

36. In the first two paragraphs it is indicated that \_\_\_\_\_.
- A. Prisoners are often denied right to vote in Britain
  - B. British courts are more likely to break EU laws
  - C. EU judges are mostly concerned with human rights
  - D. In Britain criminals are not permitted to see their family
37. Which of the following is NOT the "answer" given by the conservative party?
- A. Dismissing the EU as a whole
  - B. Keeping domestic law independent
  - C. Staying attached to the Convention
  - D. Making the Convention invalid
38. What would happen if a British Bill of Rights was passed?
- A. Strasbourg would be upset to an extreme extent
  - B. Situation would remain largely as it is today
  - C. The coalition administration would soon break up
  - D. Human rights would be immune from protection
39. The last paragraph implies that \_\_\_\_\_.
- A. British government still remains trustful of the Strasbourg court
  - B. National courts are held responsible for interpreting various rulings
  - C. British justices demonstrate less self-confidence in court performance
  - D. Some stockpiled cases should be left in the hands of national courts
40. In the text immediately followed, the writer will probably discuss \_\_\_\_\_.
- A. Lord Judge who will elaborate his arguments with more details
  - B. More aspects where rules can be explained on national level
  - C. The Council of Europe whose cases will be successfully handled
  - D. Strasbourg rulings that will be retained for the benefit of Europe

#### Part B

Directions: You are going to read a text about the tasks of leaders and the skills required for leadership. Choose the most suitable heading from the list A — G for each numbered paragraphs (41 — 45). The first and the last paragraph of the text are not numbered. There is one extra heading which you do not need to use. Mark your answers on ANSWER SHEET 1(10 points).

- [A] positive thinking
- [B] principles matter indeed
- [C] a sense of humor
- [D] telling facts directly

[E] caring for others

[F] Being honest and true

[G] nature or nurture: a question

Much has been written about the tasks of leaders and the skills required for leadership. There has been considerable debate about the question of whether leaders are born or made. Likely behind these arguments is the difference between personal characteristics that some people have at birth and skills that one can acquire through education and practice. But the important personal characteristics, while they may seem innate in some people, can be cultivated, and indeed, require cultivation in all of us. For unless they are strengthened through conscious attention and cultivation, they can, for example, easily be forgotten or ignored in the frenzy of activity often associated with leadership. What are some of these characteristics? One could make many lists, but here are five personal traits that seem especially important. A good leader:

41 \_\_\_\_\_

An effective leader is “genuine”, internally and externally consistent. A good leader is one of whom it can be said, “What you see is what you get”—there is never any wonder as to whether the image, the “person” presented to the world, really reflects the person. Such a leader has honesty—he/she says what he/she means, means what he/she says. A good leader has a consistency of purpose, operates out of discernible principles, and “stands for” something worthwhile and detectable. Honesty and reliability require self-reflection, the ability to understand oneself honestly, the capacity to assess one’s strengths and weaknesses accurately, and acceptance of one’s self.

42 \_\_\_\_\_

A good leader takes responsibility seriously but never takes himself seriously. Such a leader can help people relax and get through tough situations in good spirits.

43 \_\_\_\_\_

A good leader understands that nothing except a great work of art can be done by one person alone—that something of lasting value is almost always the result of a group effort. But even more than that, a good leader genuinely is concerned with and interested in others. Such concerning means that a good leader is collegial, building a sense of group identity and purpose. A good leader “brings out the best” in each of those who follow, seeks the development and advancement of each member of the group, and delights in each person’s growth in ability and of character. A good leader rejoices in the success of group members without announce of jealousy. A good leader is deliberative, involving the group in decisions wherever possible and encourages, supports, and applauds the members of the group.

44 \_\_\_\_\_

One of the primary roles of the leader is to inspire hope, even in a difficult situation. This is not the same as being a Pollyanna. We think, for example, of Franklin Roosevelt’s “We have nothing to fear but fear itself” or of Desmond Tutu’s observation about apartheid in South Africa that since “it is difficult to be optimistic, one must have hope.” Such a leader empowers followers, making them believe that they can accomplish worthwhile but very difficult things. He actually creates energy in the group by being active without becoming unrealistic.

45 \_\_\_\_\_

A good leader understands that order is important to a group but that rigidity stultifies and destroys the followers’ emotion state. Lasting, empowering order comes more from trust and the development of group norms than from regulations imposed by a leader. Doubtless, everyone would develop a somewhat different, and in many cases, a longer list of personal characteristics. But a leader who is conscious of such a list, who question the extent to which he or she lives and acts in accord with these traits, and who deliberately cultivates these characteristics is likely to be a successful and appreciated leader



**Section III Translation**

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

Governments throughout the world act on the assumption that the welfare of their people depends largely on the economic strength and wealth of the community. Under modern conditions, this requires varying measures of centralized control and hence the help of specialized scientists such as economists and operational research experts. Furthermore, it is obvious that the strength of a country's economy is directly bound up with the efficiency of its agriculture and industry, and that this in turn rests upon the efforts of scientists and technologists of all kinds. It also means that governments are increasingly compelled to interfere in these sectors in order to step up production and ensure that it is utilized to the best advantage. For example, they may encourage research in various ways, including the setting up of their own research centers; they may alter the structure of education, or interfere in order to reduce the wastage of natural resources or tap resources hitherto unexploited; or they may cooperate directly in the growing number of international projects related to science, economics and industry. In any case, all such interventions are heavily dependent on scientific advice and also scientific and technological manpower of all kinds.

**Section IV Writing**

Part A

47 Directions: You are writing MA thesis and need some reference materials. Write a letter to Professor Richard and ask for his help, for he is the distinguished authority and has published quite a few important books related to your thesis. Use name "Li Ming" in the end. Write your letter in about 100 words, and put it on answer sheet 2. (10 points)

Part B

48. Directions: Read the following chart carefully, and write an essay in no less than 150 words to describe, analyze and make your comment on the graph. (15 points)The graph below shows the proportion of the population aged 65 and over between 1940 and 2040 in three different countries. Summarise the information by selecting and reporting the main features, and make comparison where relevant.

