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赵敏

考研英语 ④

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预测试卷

● 主编 赵敏

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2011 年赵敏考研英语④

英语预测试卷

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前 言

本书按照《2011 年考研英语考试大纲》的要求编写。以较少的篇幅实现了对考研英语重要知识点的强化复习,增强了应试的针对性,同时也对考研英语考试命题重点作了大胆的预测,因此,本书是值得考生信赖并作为检验前阶段复习效果以及冲刺阶段训练的理想辅导用书。

本书特点如下:

1. 全部试题和解答均由赵敏等考研辅导老师亲自命制和编写,在题型、题量等方面与考试大纲要求完全相符,其难度要高于 2010 年考研英语试题。
2. 试题不仅给出了参考答案,而且还作了较详细的解析,使得做题不仅成为一次练习,同时更是一次绝好的复习。
3. 六套试题的选材新颖,完全符合考试大纲的要求。
4. 阅读理解部分均有译文,便于考生理解文章。

为了更好地发挥这六套试题的检测复习效果、强化复习重点、提高应试技巧的功能,我们建议考生不要将其作为一般的练习题来对待,而要将每套模考试卷当成是一次真正的考试,选择一整段时间,在一个安静的环境里,按照正式考试的要求,在严格的考试时间(3 小时)限制内完成,然后再核对答案,仔细阅读详尽的解析。

在本书的编写、编辑和成书过程中,尽管我们认真对待和严格要求,仍难免有不尽如意的地方,诚请广大读者和同行批评指正。

最后预祝考研学子考试成功!

编者

2010 年 11 月

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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 1. (10 points)

Many countries will not allow cigarette advertising in their newspaper or on TV—especially 1 the advertisements are usually written with young people in mind. 2 advertising, the tobacco companies have begun to 3 sports events. They give money to football, motor racing, tennis and a number of 4 sports 5 condition that the name of the cigarette is 6. This is now 7 concern, because it does exactly 8 many ads try to do—suggest that smoking has some connection 9 being strong and athletic.

In all this, the point of view of the non-smokers has to be 10 as well: “I wish smoker would stop 11 the air. I wish I could eat in a restaurant 12 having to smell cigarette smoke.” It has been 13 that, in a room where a large number of people are smoking, a non-smoker will breathe in the 14 of two or three cigarettes during an evening. 15, non-smokers are now majority in many western countries. More and more people are giving up the habit, discouraged by high prices, influenced by 16 advertising or just aware that smoking is no longer really a polite thing to do.

Faced with lower sales, the western tobacco companies have begun to look outside their own countries. They have begun advertising 17 to persuade young people in developing countries that smoking American or British or French cigarette is a sophisticated western habit, which they should copy. As a result, more and more young people are spending 18 money they have on a product which the west recognizes 19 unhealthy and no longer wants. The high number of young smokers in India, in South America and in South East Asia will become some of tomorrow's 20.

- | | | | |
|------------------------|-----------------|----------------|----------------|
| 1. [A] that | [B] when | [C] where | [D] since |
| 2. [A] In the place of | [B] In place of | [C] Besides | [D] Except |
| 3. [A] promote | [B] develop | [C] sponsor | [D] help |
| 4. [A] other | [B] another | [C] others | [D] some |
| 5. [A] on | [B] in | [C] with | [D] under |
| 6. [A] suggested | [B] claimed | [C] mentioned | [D] declared |
| 7. [A] causing | [B] making | [C] giving | [D] setting |
| 8. [A] that | [B] which | [C] as | [D] what |
| 9. [A] with | [B] of | [C] for | [D] to |
| 10. [A] believed | [B] thought | [C] considered | [D] regarded |
| 11. [A] damaging | [B] spoiling | [C] decaying | [D] destroying |
| 12. [A] in spite of | [B] rather than | [C] because of | [D] without |

13. [A] reported [B] calculated [C] said [D] believed
 14. [A] same [B] comparable [C] equal [D] equivalent
 15. [A] However [B] Actually [C] Then [D] So
 16. [A] non-smoking [B] no-smoking
 [C] anti-smoking [D] against smoking
 17. [A] struggles [B] fights [C] campaigns [D] battles
 18. [A] the little [B] a little [C] little [D] some little
 19. [A] by [B] for [C] as [D] with
 20. [A] difficulties [B] phenomena [C] problems [D] situations

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 **ANSWER SHEET 1**. (40 points)

Text 1

"All modern American literature comes from one book by Mark Twain called *Huckleberry Finn*," So wrote Ernest Hemingway, no slouch himself in the field of modern American literature. Published in 1885, when American letters were dominated by the starchy, pious and insipid group known as the Schoolroom Poets, "*The Adventures of Huckleberry Finn*" was everything they were not: vital, irreverent, meandering and funny. "Lives of great men all remind us/We can make our lives sublime!" preached that arch-schoolroomer, Henry Longfellow. Introducing Huck Finn, Twain did not agree. He gave warning: "Persons attempting to find a motive in this narrative will be prosecuted; persons attempting to find a moral in it will be banished; persons attempting to find a plot in it will be shot."

Of course, the book has its morals, just not hortatory ones. Twain's were more basic and homespun: Huck risks jail and death to free his friend, Jim, a runaway slave; not until J. D. Salinger invented a de-erstalker-clad prep-school dropout would American literature see as prodigious a deflator of phoneyess. As for plot, it is an American picaresque. Twain knew instinctively how well the form suits a restless, dynamic country.

He knew it because his life was also restless and dynamic. The real pleasure in reading Jerome Loving's excellent biography is less the literary criticism than the jaunts—first across young America with a young Twain, and then overseas as he grows more established. Samuel Clemens left Hannibal, Missouri, at 18, working for newspapers in St Louis, New York, Cincinnati, Keokuk and Virginia City, Nevada. He also mined for silver and learned to pilot a riverboat, from which he took his pseudonym—the cry "mark twain" was used to warn pilots that they were veering into dangerously shallow water.

Like many writers, he gradually discovered he didn't really have a knack for much else. He was a great storyteller—indeed, much of his income came from barnstorming lecture tours—but a terrible busi-

nessman, an unsuccessful miner and an erratic riverboat pilot. He would travel anywhere for a story. American literature may have been safely ensconced in Boston, but Twain, already in demand as a travel writer at 32, sailed to Europe and the Middle East. With the mother continent he was unimpressed. Van Wyck Brooks, a 20th-century critic, called Twain an artist who hated art. This is not quite fair, even though after visiting Rome he wrote: “I never felt so fervently thankful, so soothed, so tranquil, so filled with a blessed peace as I did yesterday when I learned that Michelangelo was dead.”

It would be more accurate to say not that Twain hated art, but that he never let it—or anything else—stand in the way of a good joke. He often complained that he was dismissed by the literati as merely a “phunny phellow”, but like all good humorists his work was fundamentally serious, poking fun as it did at a universe in which, as Mr Loving writes, “the relationship of God to man is no more than that of a town drunk to one of his microbes.” And his reputation was hardly as slight as he liked to pretend. In London he and Charles Darwin were both abashed when introduced to each other as “great men”.

At a literary supper in Boston to celebrate John Greenleaf Whittier’s 70th birthday, Twain mocked Longfellow, Oliver Wendell Holmes and Ralph Waldo Emerson, all of whom were in attendance. William Dean Howells, then the dean of American letters, accused him of having “trifled” with the reputations of distinguished men. But as objects of Twain’s humor, these men were in good company—the company of the world.

21. The author begins his article with Ernest Hemingway’s words to
 - [A] criticize the moral value of Schoolroom Poets.
 - [B] show the statue of Mark Twain in the American literature history.
 - [C] bring up the difference between Mark Twain and other Schoolroom Poets.
 - [D] introduce the author and the book he is going to comment.
22. What does the word “*homespun*” in Paragraph 2 mean?
 - [A] Homiletic.
 - [B] Encouraging.
 - [C] Plain.
 - [D] Flowery.
23. Mark Twain is the pseudonym of
 - [A] J. D. Salinger.
 - [B] Jerome Loving.
 - [C] Samuel Clemens.
 - [D] William Dean Howells.
24. This paper appears to be the digest of
 - [A] a magazine feature.
 - [B] a newspaper editorial.
 - [C] a literary paper.
 - [D] a book review.
25. What is the best name for the text?
 - [A] The Father of American Literature.
 - [B] More Than a “Phunny Phellow”.
 - [C] The Life of Mark Twain.
 - [D] A Great Book and a Great Man.

Text 2

In march 1998 the Coca-Cola Bottling Company announced the appointment of a most unlikely new director to its board: Evander Holyfield, a former heavyweight boxing champion, best-known for having part of his ear bitten off in a bout by a fellow boxer, Mike Tyson. He was not the only top athlete at the time with a seat in the boardroom: Michael Jordan, a celebrated basketball player, was a director of Oakley, a sunglasses manufacturer.

Boards have also recruited from the ranks of Hollywood. Disney appointed Sidney Poitier to its board in 1994, for example. And you can take your pick from scores of politicians-turned-directors, including Al Gore, a former vice-president and a member of Apple's board since 2003.

Gerald Ford was a particularly enthusiastic collector of boardroom seats after he left the White House. While on the board of American Express he *stunned* his fellow directors by asking Harvey Golub, the chief executive at the time, to explain the difference between "equity" and "revenue". It prompts a broader thought about why companies recruit celebrity directors.

Michael Eisner, the boss of Disney when Mr Poitier joined the board, may have been right to say that the actor's "talent is more than screen deep," and that his "election to our board brings us not only his exhaustive knowledge of the entertainment industry but the judgment and wisdom of an exceptional man." Even so, it would seem a reasonable assumption that the lack of business nous displayed by the late President Ford is more typical of the celebrity in the boardroom. So what is the point of having them?

Because they increase the value of the firms whose boards they join, apparently. According to a new study by four American-based economists, simply announcing that a celebrity's joining a board gives the company's share price a boost. Disney's share price jumped by 4.2% on the day Mr. Poitier was appointed.

In some cases—a former president, say—powerful connections and the ability to open the right doors were surely a factor. And, as Mr. Eisner claimed of Mr. Poitier, some celebrities may bring relevant experience. On average, the study found a bigger impact on share prices when celebrity directors had "related" experience than when they had none. Yet "unrelated" celebrity directors had a bigger impact on share prices than unrelated non-celebrities.

To explain this, the economists point to the "visibility effect"—that appointing a celebrity helps draw the attention of investors to a company which, all else being equal, increases demand for its shares and thus its share price. Certainly, a celebrity director seems to increase the proportion of a firm's shares bought by institutional investors (whom the economists think are especially prone to the visibility effect both directly and as a result of the greater attention paid by stock market analysts).

So, should companies respond to this study by picking a few directors at random from the pages of *People* magazine? It might work, at least for a while. On the other hand, surely sooner or later investors will realize that if the appointment of a director who has nothing to offer but a famous name boosts a firm's share price, it delivers a damning verdict on the value of the rest of the board. Rather than a reason to cheer, perhaps the celebrity effect on companies' shares should be seen instead as an indicator that boards are failing to do their job properly and that they contribute little in return for their generous pay.

26. It is indicated in Paragraphs 1 and 2 that

- [A] sports celebrities and movie stars are most wanted in the boardroom.
- [B] sports celebrities and movie stars want to join the board.
- [C] some sports celebrities and movie stars are good at managing companies.
- [D] some companies' boardrooms favor the celebrities in the sports and entertainment circle.

27. The underlined word "*stunned*" in Paragraph 3 means

- [A] embarrassed. [B] enquired. [C] shocked. [D] provoked.

28. According to Michael Eisner, the boss of Disney, which comment about Mr Poitier is NOT true?

- [A] Mr. Poitier is a great screen star.

- [B] Mr. Poitier has many talents besides playing movies.
[C] Mr. Poitier has a full knowledge of the entertainment industry.
[D] Mr. Poitier is an outstanding man with special characters.
29. Which of the following is **NOT** the reason that companies recruit celebrity directors?
[A] Appointing a celebrity helps draw the attention of investors to a company.
[B] They increase the value of the board.
[C] They have powerful connections and the ability to open the right doors.
[D] Some celebrities may bring relevant experience.
30. The author's attitudes towards appointing a celebrity the board number is
[A] skeptical. [B] supportive. [C] indifferent. [D] objective.

Text 3

What are you doing when you aren't doing anything at all? If you said "nothing," then you have just passed a test in logic and flunked a test in neuroscience. When people perform mental tasks—adding numbers, comparing shapes, identifying faces—different areas of their brains become active, and brain scans show these active areas as brightly colored squares on an otherwise dull gray background. But researchers have recently discovered that when these areas of our brains light up, other areas go dark. This dark network is off when we seem to be on, and on when we seem to be off. If you climbed into an MRI machine and lay there quietly, waiting for instructions from a technician, the dark network would be as active as a beehive. But the moment your instructions arrived and your task began, the bees would freeze and the network would fall silent. When we appear to be doing nothing, we are clearly doing something. But what?

The answer, it seems, is time travel.

The human body moves forward in time at the rate of one second per second whether we like it or not. But the human mind can move through time in any direction and at any speed it chooses. Our ability to close our eyes and imagine the pleasures of Super Bowl Sunday or remember the excesses of New Year's Eve is a fairly recent evolutionary development, and our talent for doing this is unparalleled in the animal kingdom. We are a race of time travelers, unfettered by chronology and capable of visiting the future or revisiting the past whenever we wish. If our neural time machines are damaged by illness, age or accident, we may become trapped in the present. Alzheimer's disease, for instance, specifically attacks the dark network, stranding many of its victims in an endless now, unable to remember their yesterdays or envision their tomorrows.

Why did evolution design our brains to go wandering in time? Perhaps it's because an experience is a terrible thing to waste. Moving around in the world exposes organisms to danger, so as a rule they should have as few experiences as possible and learn as much from each as they can. Although some of life's lessons are learned in the moment ("Don't touch a hot stove"), others become apparent only after the fact ("Now I see why she was upset. I should have said something about her new dress"). Time travel allows us to pay for an experience once and then have it again and again at no additional charge, learning new lessons with each repetition. When we are busy having experiences—herding children, signing checks, battling traffic—the dark network is silent, but as soon as those experiences are over, the network is awakened, and we begin moving across the landscape of our history to see what we can learn—

for free.

Animals learn by trial and error, and the smarter they are, the fewer trials they need. Traveling backward buys us many trials for the price of one, but traveling forward allows us to dispense with trials entirely. Just as pilots practice flying in flight simulators, the rest of us practice living in life simulators, and our ability to simulate future courses of action and preview their consequences enables us to learn from mistakes without making them. We don't need to bake a liver cupcake to find out that it is a stunningly bad idea; simply imagining it is punishment enough. The same is true for insulting the boss and misplacing the children. We may not heed the warnings that prospection provides, but at least we aren't surprised when we wake up with a hangover or when our waists and our inseams swap sizes. The dark network allows us to visit the future, but not just any future. When we contemplate futures that don't include us—Will the NASDAQ be up next week? —the dark network is quiet. Only when we move ourselves through time does it come alive.

Perhaps the most startling fact about the dark network isn't what it does but how often it does it. Neuroscientists refer to it as the brain's default mode, which is to say that we spend more of our time away from the present than in it. People typically overestimate how often they are in the moment because they rarely take notice when they take leave. It is only when the environment demands our attention—a dog barks, a child cries, a telephone rings—that our mental time machines switch themselves off and deposit us with a bump in the here and now. We stay just long enough to take a message and then we slip off again to the land of Elsewhen, our dark networks awash in light.

31. The MRI machine experiment implies that

- [A] human brain is divided into active and dull areas.
- [B] if one could pass a test in logic, he must flunk a test in neuroscience.
- [C] when some areas of the human brain are active, others are dull, and vice versa.
- [D] human brain can only perform one task at one time.

32. What is the symptom of patients with Alzheimer's disease?

- [A] They live in their own world.
- [B] They don't know who they are.
- [C] They fail to think logically.
- [D] They are unable to remember their yesterdays or envision their tomorrows.

33. What is the function of time travel of the brain?

- [A] We can learn everything for free.
- [B] Experience learned once can then be used again and again.
- [C] It helps us avoid danger.
- [D] It helps us forget terrible experience.

34. What can we do with our mind traveling forward?

- [A] We won't wake up with a hangover.
- [B] We won't make the mistakes of insulting the boss or misplacing the children.
- [C] We could forecast the consequence of mistakes without making them.
- [D] We can foretell the NASDAQ index.

35. According to the last paragraph,

- [A] people are consciously in the mind travel.

- [B] frequently, our minds are in the time travel.
- [C] our mental time machines can freely switch themselves on and off by our will.
- [D] people tend to be alert to the moment of their minds' time travel.

Text 4

The view that economics should be about more than money is widely held in continental Europe. David Cameron, the latest leader of Britain's Conservative Party, has espoused the notion of "general well-being" (GWB) as an alternative to the more traditional GDP. In America "wellness" has become a huge industry.

Much of this draws on the upstart science of happiness, which mixes psychology with economics. Its adherents start with copious survey data derived from the simple question put to thousands of Americans: "Taken all together, how would you say things are these days—would you say that you are very happy, pretty happy or not too happy?" Some of the results are unsurprising: the rich report being happier than do the poor. But a paradox emerges that requires explanation: affluent countries have not got much happier as they have grown richer. Figure for well-being has barely budged.

The science of happiness offers two explanations for the paradox. Capitalism, it notes, is adept at turning luxuries into necessities—bringing to the masses what the elites have always enjoyed. But the flip side of this genius is that people come to take for granted things they once coveted from afar. Frills they never thought they could have become essentials that they cannot do without. People are stuck on a treadmill: as they achieve a better standard of living, they become inured to its pleasures.

Capitalism's ability to take things down-market also has its limits. Many of the things people most prize—such as the top jobs, the best education, or an exclusive home address—are luxuries by necessity. An elite schooling, for example, ceases to be so if it is provided to everyone. These "positional goods", as they are called, are in fixed supply: you can enjoy them only if others do not. The amount of money and effort required to grab them depends on how much your rivals are putting in.

In 1930 John Maynard Keynes imagined that richer societies would become more leisured ones, liberated from toil to enjoy the finer things in life. Yet most people still put in a decent shift. They work hard to afford things they think will make them happy, only to discover the fruits of their labour sour quickly. They also aspire to a higher place in society's pecking order, but in so doing force others to run faster to keep up. So everyone loses.

Yet it is not self-evident that less work would mean more happiness. In America, when the working week has shortened, the gap has been filled by assiduous TV-watching. As for well-being, other studies show that elderly people who stop working tend to die sooner than their peers who labour on. Indeed, another side of happiness economics busies itself studying the non-monetary rewards from work: most people enjoy parts of their work, and some people love it.

36. Which is the reason why affluent countries have not got much happier as they have grown richer?
- [A] The once luxuries become necessities.
 - [B] People's desires can not be fulfilled.
 - [C] Rich people are hard to please.
 - [D] People are indifferent to what they already have.

37. The word “down-market” in Paragraph 4 means
- [A] inferior in quality. [B] popular and low in cost.
[C] low in standard. [D] small in profit.
38. Which is true according to the text?
- [A] The harder people work, the happier they become.
[B] Most people tend to work harder to afford things which are supposed to make them happier.
[C] Richer societies liberate people from toil to enjoy the finer things in life.
[D] People can only enjoy the things others can't get.
39. The author wants to deliver the opinion that
- [A] happiness is hard to get and easy to lose.
[B] materialism is the enemy of happiness.
[C] capitalism has limits helping people pursue happiness.
[D] people who love their jobs tend to live longer than those who don't.
40. Which of the sayings best suits the theme of the text?
- [A] He is happy that thinks himself so.
[B] No man is happy but by comparison.
[C] The world is his who enjoys it.
[D] Happiness is not always annexed to wealth.

Part B

Directions:

In the following text, some sentences have been removed. For Questions 41—45, choose the most suitable one from the list A—G to fit into each of the numbered blanks. There are two extra choices, which do not fit in any of the blanks. Mark your answers on ANSWER SHEET 1. (10 points)

Newspaper are dying; the music industry is still yelping about iTunes; book publishers think they are next.

Yet one bit of old media seems to be doing rather well. In the final quarter of 2009 the average American spent almost 37 hours a week watching television. Earlier this year 116 million of them saw the Super Bowl—a record for a single program. Far from being cowed by new media, TV is colonizing it. (41) _____

Advertising wobbled during the recession, shaking the free-to-air broadcasters that depend on it. But cable and satellite TV breezed through. Pay-television subscriptions grew by more than 2million in America last year. The explosive growth of cable and satellite TV in India explains how that country has gone from two channels in the early 1990s to more than 600 today. (42) _____

It helps that TV is an inherently lazy form of entertainment. The much-repeated prediction that people will cancel their pay-TV subscriptions and piece together an evening's worth of entertainment from free broadcasts and the internet “assumes that people are willing to work three times harder to get the same thing”, observes Mike Fries of Liberty Global, a cable giant. (43) _____

And television-watching is a more sociable activity than it may appear. People like to watch programs when everybody else is watching them. Give them devices that allow them to record and play back

programs easily, and they will still watch live TV at least four-fifths of the time.

Yet these natural advantages alone are not enough to ensure television's survival. The internet threatens TV just as much as it does other media businesses, and for similar reasons. It competes for advertising, offering firms a more measurable and precise way of reaching consumers. Technology also threatens to fracture television into individual program, just as it has ruinously broken music albums into individual tracks. TV has endured because it has responded better to such threats than other media businesses.

One of the lessons from TV is to accept change and get ahead of it. (44) _____ Gradually it has become clear that these websites pose a threat to the TV business in themselves, and that they are not bringing in as much advertising money as might be expected (which is similar to the problem faced by the newspaper business). So television is changing tack again.

Television has domesticated other disruptive technologies. Ten years ago digital video recorders like TiVo promised to transform the way people watched TV. The devices made it easy to record programs and play them back, zooming through ads. (45) _____ In Britain those boxes will soon be deployed to deliver targeted advertising, enabling the living-room television to compete with the Internet.

That box might appear to be sitting in the corner of the living room, not doing much. In fact, it is constantly evolving. If there is one media business with a chance of completing the perilous journey to the digital future looking as healthy as it did when it set off, it is television.

- [A] Laziness also mitigates the threat from piracy. Although many programs are no more than three or four mouse clicks away, that still sounds too much like work for most of us.
- [B] Such "TV Everywhere" services are beginning to appear in America and Canada. It is likely that Hulu will become a "freemium" service—mostly free, but with some shows hidden behind a pay wall.
- [C] Other outfits are learning from TV. Record labels sound terribly innovative when they talk about bundling music together with broadband subscriptions. Yet this model comes from television.
- [D] Shows like "American Idol" and "Britain's Got Talent" draw huge audiences partly because people are constantly messaging and tweeting about them, and discussing them on Face book.
- [E] Broadcasters' initial response to the appearance of program online was similar to the music industry's reaction to file-sharing: call in the lawyers. But television firms soon banded together to develop alternatives to piracy. Websites like Hulu, a joint venture of the American broadcasters ABC, Fox and NBC, have drawn eyeballs away from illicit sources.
- [F] The TV networks responded by running advertisements that work at high speed. Cable and satellite companies built cheap digital video recorders into set-top boxes and charged viewers extra for them. In effect, money flowed back to the television business.
- [G] Pay-TV bosses scarcely acknowledge the existence of viewers who do not subscribe to multichannel TV, talking only of people who have "yet to choose" a provider.

Part C

Directions:

Read the following text carefully and then translate the underlined segments into Chinese. Your translation should be written clearly on ANSWER SHEET 2. (10 points)

A cloud of volcanic ash billowing slowly across Europe probably did not feature in the risk-management scenarios of many firms. As a result, companies from travel agents to Kenyan flower exporters have suddenly had to figure out how to cope as much of Europe abruptly became an aircraft-free zone.

In some ways this has turned out to be less of a problem than might have been feared.

Some firms have responded with impressive agility. United Parcel Service, for example, quickly started flying freight bound from Asia to Europe to Istanbul, and transporting it from there to its final destination by lorry.

(46) The volcanic disruption is a classic example of the sort of low-probability event that might once have been marginal for businesses, but has acquired far greater significance thanks to the growing interconnectedness of the globalized economy. Such events are calling standard methods of risk management into question, says Erwann Michel-Kerjan of the Wharton business school. While not exactly a “black swan” (a volcano erupting is hardly unthinkable, even if it is highly unpredictable), the ash cloud is one of a series of recent catastrophes—natural disasters, terrorism, economic crises, pandemics—that have wrong-footed globalized firms. He and Paul Slovic argue that business (as well as governments and individuals) should develop a new approach to risk management and decision-making in response.

(47) Conventional thinking about risk management holds that risks are mainly local and routine—that it is possible to list all the negative events that could happen, determine their probability based on past experience, then calculate what economists call “expected loss”, the probability multiplied by the cost if it happens. If the probability of a very disturbing large-scale event is set very low, then the expected loss may be so insignificant that it gives a firm a false sense of security, leading managers to assume that this type of risk is manageable with the same resources as more “normal” ones.

(48) Among the consequences of this traditional approach is that firms do not build in the capacity to respond to unlikely but potentially devastating events, says Mr Michel-Kerjan. They also fail to prepare for the tendency of such catastrophic events to affect many organizations at once, rendering seemingly sensible risk-management strategies useless. For instance, if there is an incident on one air route and a flight is cancelled, a firm can simply get an employee rebooked on another flight. When all airlines are affected at the same time, that strategy is unlikely to work so well.

It is in the nature of black-swan-like events that they are near-impossible to predict. So how should firms prepare for them? This is something that should be regularly discussed by the board, not left only to the “chief risk officer” (assuming a firm has one), says Mr Michel-Kerjan. (49) Ideally, the firm should create a disaster-strategy team that reports to the board, whose job is to bring together the firm’s network of partners (eg, suppliers, customers) to brainstorm about potential threats and how to respond.

(50) The aim is less about trying to predict what unlikely events may come along, and more about creating mechanisms and relationships that would help the firm and its partners respond with agility if disaster did strike. Such exercises, when done well, help their participants to develop a capacity to devise quick, creative solutions to unexpected problems, and to build trust among those who would have to take crucial decisions on the spot and those who would have to follow them.

Mr Michel-Kerjan says that when he works with companies, he typically starts by asking, “When was your last rehearsal exercise based on an unconventional disaster scenario? Did the CEO participate for the entire time in his or her capacity as CEO?” Too often, the answers are not recently, and no. Maybe the volcanic eruption will serve as a wake-up call to such companies that they need to modernize their risk

management. The same may also apply to Mr Michel-Kerjan, who found himself stranded in Madrid airport when the ash cloud brought European air travel to a halt.

Section III Writing

Part A

51. Directions:

You have just come back from Shanghai Expo and you want to write a letter to show your gratitude to the Expo volunteers.

You should write about 100 words on ANSWER SHEET 2.

Do not sign your own name at the end of the letter. Use “Li Ming” instead.

Do not write the address. (10 points)

Part B

52. Directions:

Write an essay 160—200 words based on the following drawing. In your essay, you should

- 1) Describe the drawing briefly,*
- 2) Explain its intended meaning, and*
- 3) Give your comments.*

You should write neatly on ANSWER SHEET 2. (20 points)



人生处处面临选择

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 1. (10 points)

There are many superstitions in Britain, but one of the most 1 held is that it is unlucky to walk under a ladder... even if it means 2 the pavement into a busy street! 3 you must pass under a ladder you can 4 bad luck by crossing your fingers and 5 them crossed until you have seen a dog. 6, you may lick your finger and 7 a cross on the toe, and not look again at the shoe until the 8 has dried.

Another common 9 is that it is unlucky to open an umbrella in the house... it will either bring 10 to the person who opened it or to the whole 11. Anyone opening an umbrella in fine weather is 12, as it inevitably brings rain!

The number 13 is said to be unlucky for some, and when the 13th day of the month 13 on a Friday, anyone wishing to avoid a bad event had better stay 14. The worst misfortune that can happen to a person is caused by breaking a mirror, 15 it brings seven years of bad luck! The superstition is supposed to 16 in ancient times, when mirrors were considered to be tools of the gods.

Black cats are generally considered lucky in Britain, even though they are 17 witchcraft. It is 18 lucky if a black cat crosses your path although in America the exact opposite belief prevails.

Finally, a commonly held superstition is that of touching wood 19 luck. This measure is most often taken if you think you have said something that is tempting fate, such as "my car has never 20, touch wood?"

- | | | | |
|---------------------|-------------------|-------------------|-------------------|
| 1. [A] broadly | [B] widely | [C] quickly | [D] speedily |
| 2. [A] running from | [B] jumping off | [C] stepping off | [D] keeping from |
| 3. [A] If | [B] As | [C] Though | [D] Unless |
| 4. [A] erase | [B] remove | [C] avoid | [D] ease |
| 5. [A] keep | [B] keeping | [C] kept | [D] to keep |
| 6. [A] Consequently | [B] However | [C] Comparatively | [D] Alternatively |
| 7. [A] make | [B] print | [C] perform | [D] produce |
| 8. [A] label | [B] symbol | [C] mark | [D] cut |
| 9. [A] argument | [B] superstition | [C] opinion | [D] idea |
| 10. [A] loss | [B] difficulty | [C] tragedy | [D] misfortune |
| 11. [A] house | [B] household | [C] home | [D] circle |
| 12. [A] unwise | [B] unintelligent | [C] unpopular | [D] unfortunate |
| 13. [A] falls | [B] arrives | [C] drops | [D] happens |