

名师手把手翻译硕士入学考试丛书



# 翻译硕士 (MTI) 真题汇编

---

2011年15所高校真题+详解,完美解决备考难题!

---

唐 静 蒋栋元 姚 洋 主编



中央广播电视大学出版社

名师手把手翻译硕士入学考试丛书

# 翻译硕士（MTI）真题汇编

唐 静 蒋栋元 姚 洋 主编

中央广播电视大学出版社

北 京

## 图书在版编目(CIP)数据

翻译硕士(MTI)真题汇编 / 唐静, 蒋栋元, 姚洋主编.  
—北京: 中央广播电视大学出版社, 2011.12  
名师手把手翻译硕士入学考试丛书  
ISBN 978-7-304-05403-8

I. ①翻… II. ①唐… ②蒋… ③姚… III. ①英语—  
翻译—研究生—入学考试—习题集 IV. ①H315.9-44

中国版本图书馆CIP数据核字(2011)第250251号

版权所有, 翻印必究。

名师手把手翻译硕士入学考试丛书  
**翻译硕士(MTI)真题汇编**  
唐 静 蒋栋元 姚 洋 主编

---

出版·发行: 中央广播电视大学出版社  
电话: 营销中心: 010-58840200 总编室: 010-68182524  
网址: <http://www.crtvup.com.cn>  
地址: 北京市海淀区西四环中路45号  
邮编: 100039  
经销: 新华书店北京发行所

---

|                   |                    |
|-------------------|--------------------|
| 策划编辑: 苏 醒         | 责任编辑: 吕 剑          |
| 印刷: 北京密云胶印厂       |                    |
| 版本: 2011年12月第1版   | 2013年7月第2次印刷       |
| 开本: 787×1092 1/16 | 印张: 25.5 字数: 620千字 |

---

书号: ISBN 978-7-304-05403-8  
定价: 48.80 元

---

(如有缺页或倒装, 本社负责退换)

# 前言

全日制翻译硕士专业学位研究生 (Master of Translation and Interpreting, 以下简称 MTI) 是为了适应市场经济对应用型高层次专门人才的需求, 由国务院学位委员会于 2007 年 1 月批准设置的。

作为我国 20 个专业硕士学位之一, MTI 不仅面向英语专业的考生, 同时也为其他各个专业的同学们提供了一个专业选择的机会。

与传统的学术型硕士学位相比, MTI 在更强调实用性的同时, 还双证齐全, MTI 学生毕业后既可获得毕业证又可获得硕士学位证。与语言学文学等几个英语专业相比, 翻译学术硕士专业在国内各个高校的设置是较少的, 特别是口译方向的学术硕士, 但这个专业的就业前景却异常火爆。

2008 年有 15 所学校开设翻译硕士专业, 共 1435 人报考。2009 年增至 40 所学校, 2010 年增至 158 所学校。加上市场火爆自然增长的因素, 如今稳定的报考人数基本在 3 万左右。然而与庞大的考研学生数量不成正比的是, 当前市面上有针对性的辅导资料少之又少, 仅有的一些复印材料中提供的真题也大都卷面残缺、没有答案。“名师手把手翻译硕士入学考试丛书”的面世可谓正逢其时。

作为本系列《翻译硕士 (MTI) 考研手册》的姊妹篇, 本册《翻译硕士 (MTI) 真题汇编》将所收录的各校真题更新至最新一年 (以后每年都是如此), 并扩充试卷总数至 15 套。观千剑而后识器, 如果说《翻译硕士 (MTI) 考研手册》教给考生的是熟悉考试风格, 把握命题思路, 参透复习策略, 那么本书则希望让考生接触到尽可能多、尽可能全面的试题。

每套真题都经过我们精心编排和校对, 不仅统一了各校试卷的版面以方便考生阅读, 还纠正了原始卷面的个别瑕疵, 并请新东方名师亲自把关配以答案解析。

本书既可以在报考阶段帮助考生比较、选择适合自己的院校，又可以作为相关培训机构的教材和考生的备考资料，可谓是一套不可多得的宝贵资料。

希望通过本书的助力，能让相关岗位上的各位教师事业有成，使各位同学金榜题名。同时，我们也希望本书能够吸引越来越多的年轻人热爱翻译工作，走上翻译专业的道路。

北京思雅达翻译社  
丛书编委会  
2011. 9. 21

# 目 录

|   |     |
|---|-----|
| <b>第一章 高校笔译专业硕士考试 2011 年真题</b> .....      | 1   |
| 北京外国语大学 2011 年 MTI 硕士入学考试（无二外本）真题 .....   | 1   |
| 对外经济贸易大学 2011 年 MTI 硕士入学考试真题 .....        | 5   |
| 四川外国语学院 2011 年 MTI 硕士入学考试真题 .....         | 18  |
| 天津外国语学院 2011 年 MTI 硕士入学考试真题 .....         | 34  |
| 南京航空航天大学 2011 年 MTI 硕士入学考试真题 .....        | 45  |
| 浙江师范大学 2011 年 MTI 硕士入学考试真题 .....          | 58  |
| 辽宁师范大学 2011 年 MTI 硕士入学考试真题 .....          | 68  |
| 首都师范大学 2011 年 MTI 硕士入学考试真题 .....          | 80  |
| 浙江工商大学 2011 年 MTI 硕士入学考试真题 .....          | 92  |
| 华南理工大学 2011 年 MTI 硕士入学考试真题 .....          | 108 |
| 厦门大学 2011 年 MTI 硕士入学考试真题 .....            | 120 |
| 宁波大学 2011 年 MTI 硕士入学考试真题 .....            | 133 |
| 青岛大学 2011 年 MTI 硕士入学考试真题 .....            | 144 |
| 燕山大学 2011 年 MTI 硕士入学考试真题 .....            | 154 |
| 中山大学 2011 年 MTI 硕士入学考试真题 .....            | 168 |
| <b>第二章 高校笔译专业硕士考试 2011 年真题答案与详解</b> ..... | 182 |
| 北京外国语大学 2011 年 MTI 硕士入学考试（无二外本）真题详解 ..... | 182 |
| 对外经济贸易大学 2011 年 MTI 硕士入学考试真题详解 .....      | 186 |
| 四川外国语学院 2011 年 MTI 硕士入学考试真题详解 .....       | 202 |
| 天津外国语学院 2011 年 MTI 硕士入学考试真题解析 .....       | 214 |

|                                      |     |
|--------------------------------------|-----|
| 南京航空航天大学 2011 年 MTI 硕士入学考试真题详解 ..... | 229 |
| 浙江师范大学 2011 年 MTI 硕士入学考试真题详解 .....   | 242 |
| 辽宁师范大学 2011 年 MTI 硕士入学考试真题详解 .....   | 254 |
| 首都师范大学 2011 年 MTI 硕士入学考试真题详解 .....   | 272 |
| 浙江工商大学 2011 年 MTI 硕士入学考试真题详解 .....   | 287 |
| 华南理工大学 2011 年 MTI 硕士入学考试真题详解 .....   | 309 |
| 厦门大学 2011 年 MTI 硕士入学考试真题详解 .....     | 325 |
| 宁波大学 2011 年 MTI 硕士入学考试真题详解 .....     | 341 |
| 青岛大学 2011 年 MTI 硕士入学考试真题详解 .....     | 354 |
| 燕山大学 2011 年 MTI 硕士入学考试真题详解 .....     | 367 |
| 中山大学 2011 年 MTI 硕士入学考试真题详解 .....     | 384 |

# 第一章 高校笔译专业硕士考试 2011 年真题

## 北京外国语大学 2011 年 MTI 硕士入学考试（无二外本）真题

初试 01 卷：英汉互译

### 一、词汇翻译（30 分）

|                                   |           |
|-----------------------------------|-----------|
| APEC                              | 经济刺激方案    |
| PPI                               | 包容性增长     |
| POS machines                      | 落地签证      |
| chartered plane                   | 黑帮        |
| down-payment requirement          | 厨房重地，闲人免进 |
| makeshift hospital                | 二房东       |
| bailout money                     | 紧凑型轿车     |
| domestic abuse                    | 潜规则       |
| home appliances                   | 留守儿童      |
| quantitative easing               | 良性循环      |
| Big Bang                          | 无党派人士     |
| House of Commons                  | 下半旗致哀     |
| deposit reserve requirement ratio | 玩忽职守      |
| Cantonese Opera                   | 拆迁费       |
| product placement ads             | 贫富两极分化    |

### 二、篇章翻译（120 分）

#### Text A

The Dead Sea, shared by Israel and Jordan, is the lowest spot on Earth. Its shoreline is about 400 meters below sea level. As the world's saltiest large body of water, averaging a salt content 6 times higher than that of any ocean, the Dead Sea supports no life. With no outlet, the water that flows into the Dead Sea evaporates in the hot, arid air, leaving the minerals. The Jordan River is the chief source of the incoming water, but since the 1960s much of its water has been diverted for irrigation. Its length has already shrunk by more than a third, and, while the sea will never entirely disappear due to evaporation slowing down as surface area decreases and saltiness increases, the



Dead Sea as we know it could become a thing of the past.

### Text B

Cambridge psychologists and computer scientists have developed a mobile phone technology which can tell if a caller is happy, angry, bored or sad. The Emotion Sense technology will enable psychologists to show links between moods, location and people. It uses speech-recognition software and phone sensors attached to standard smart phones to assess how people's emotions are influenced by day-to-day factors.

The sensors analyze voice samples and then place them into 5 emotional categories: happiness, sadness, fear, anger and a neutral category (such as boredom or passivity). Scientists then cross-reference these emotions against surroundings, the time of day and the caller's relationship with the person they are speaking to. Results from a pilot scheme revealed that callers are happier at home, sadder at work and display more intense emotions in the evenings.

### Text C

网球是展示生命激情与活力的“运动芭蕾”，广东网球中心的建筑本身是展示力与美的动感舞台，既优雅又富含现代元素。网球中心是集竞技、休闲于一体的立体体育文化公园。两个网球场错落有致，形成富有张力的线条轮廓，契合体育运动所带来的动态之美。

### Text D

漓江是数千年来无数文人志士获得灵感的地方。两岸是连绵的山峰，平静的河水倒映出梦幻般的美景，宛如童话一般。山峰在薄雾笼罩下时隐时现，令人陶醉。泛舟漓江，每个转弯处都能找到新奇，或见懒洋洋的水牛拉着大车、浸在水中纳凉，或见渔民在狭窄的竹筏上悠然自得。

## 初试 02 卷：百科写作

### 一、名词解释 (50 分)

01. APEC 领导人非正式会议于 22 日至 23 日举行。领导人在会议第一阶段重点讨论了全球金融危机的影响，以及当前各成员如何重振经济信心，保持本地区长期增长。
02. 中国人民银行副行长易纲 14 日表示，中国会积极地参与这次国际金融危机的救援行动，形式是多种多样的。这是易纲在国务院新闻发布会上对“中国政府继续购买两房债券”作出的表述。
03. 随着《阿凡达》的热映，3D 电影在全球获得前所未有的关注。在第五届北京国际文化创意产业博览会上，电影人、专家、制作公司汇聚一堂，热烈探讨着中国 3D 电影产业的发展路径。
04. 新华通讯社通过近 80 年的发展壮大，目前它已经形成了遍及全国全世界的记者网，并用六种语言向国内外广播。国际上各国新闻传播媒介采用新华社的新闻越来越多，西方四大通讯社长期垄断新闻的局面已经开始被打破。
05. 北京时代电影有限公司与央视电影频道斥资浩大，运用“高清”拍摄技术，将《三言二

拍》中的全部经典故事搬上荧屏。

06. 胡适先生在《红楼梦》研究史上是一位举足轻重的学者，他在 1921 年发表的《红楼梦考证》标志着红学研究由旧红学过渡至新红学阶段。
07. 在中国戏曲史上出现过许多伟大的戏剧家。例如：元代的关汉卿、马致远，明代的汤显祖、王世贞，清代的“南洪北孔”等，都为后代留下了脍炙人口的戏曲作品。
08. 早在先秦时期人们就开始了对汉字的研究，东汉许慎的《说文解字》在前人研究成果的基础上，系统分析了汉字的六种结构，学术上称为“六书”。东汉班固在《汉书·艺文志》中更指出“六书”是汉字的“造字之本”。
09. 中医学是我国传统文化中珍贵的遗产之一，它的特点是在“四诊”的基础上，依照“八纲”之间相互对立统一的关系，对病人进行综合的辩证治疗。
10. 伊斯兰教在中国的流传也引入了阿拉伯风格的建筑，以清真寺、塔和穆斯林墓地最为常见。现存伊斯兰胜迹很多，特别是在中国的西北地区。但建筑时间较早的寺庙有四大清真寺。
11. 中国的饮食文化十分发达，按照各地饮食习惯和食物条件，形成了各地不同的风味，其中最著名的便是“八大菜系”。
12. 京剧是我国戏曲中流传最广、影响最大、表演艺术最成熟的一个剧种，不仅有一大批优秀的传统剧目，而且涌现出了“四大名旦”以及马连良、张英杰等杰出的表演艺术家。
13. 清代末期，随着戊戌变法的失败和《辛丑北京和约》的签订，满清王朝终于走到了山穷水尽的地步。不久“辛亥革命”爆发，中国几千年的封建王朝统治最终土崩瓦解。
14. 中国传统文化中，常常借花木的自然属性比喻人的社会属性，尤其是赞美高尚的人格情操。例如“四君子”、“岁寒三友”等都备受人们喜爱。
15. 中国是一个地大物博、历史悠久的国家，在民间传说中蕴藏着极为丰富的民族文化遗产。其中，流传最广、影响最大的是著名的四大民间传说。
16. “五音”是中国古代五个音阶的总称，是在阴阳五行学说影响下产生的音乐形态，也是中国古代音乐和音节形式的基础。
17. 现代汉语有各种不同的方言，它们分布的区域很广。各方言之间的差异表现在语音、词汇、语法各个方面，语音方面尤为突出。我国根据语音的差异划分了七大方言地区。
18. 隋唐是中国书法艺术的鼎盛时期，涌现出“颜柳”、“大小欧阳”等许多著名书法家。
19. 《诗经》是我国第一部诗歌总集，共收入自西周初期至春秋中叶约五百年间的诗歌三百零五篇。《周礼·春官》中提出《诗经》的“六诗”说，而《毛诗序》改称之为“六义”。
20. 哈罗德·品特是 2005 年诺贝尔文学奖得主，著作包括舞台剧、广播、电视及电影作品。他被誉为萧伯纳之后英国最重要的剧作家，是英国荒诞派戏剧的代表人物。他的作品选集近日由译林出版社引入，这是其作品首次授权结集引入中国。
21. 14~16 世纪的文艺复兴是欧洲历史上一次伟大的思想解放运动，期间涌现了一大批杰出的文学家和艺术家，其中最具代表性的就是“文艺复兴三杰”，包括“文坛三杰”和“艺术三杰”，也称“前三杰”和“后三杰”。
22. 阿拉曼战役是第二次世界大战北非战场上，轴心国司令埃尔温·隆美尔所指挥的非洲装甲军团与英国中东战场司令克劳德·奥金莱克所统领的英联邦军队在埃及阿拉曼进行的战役。
23. 印度史诗时期的文学以两大民族史诗为主，此外还有属南方达罗毗荼语系的诗歌文学和

巴利语的佛教文学。两大史诗不仅是印度人民的巨大精神财富,同时也是印度后世各类文学艺术创作汲取素材的重要来源。

24. 在全球气候变暖的情况下,世界众多环境学家正密切关注着世界三大热带雨林的生态变化。
25. 美国学者诺尔曼·布朗在《生与死的对抗》中说:“人身上生本能与死本能的统一一旦破裂,其结果就是使人成为历史性的动物。因为,永不安宁的快乐原则作为涅槃原则的病态体现,正是那使人成为浮士德式的人的动力,而浮士德式的人乃是创造历史的人。”

## 二、应用写作 (40 分)

为提高青年记者的外语水平,《北京日报》社希望选派 10 名记者到北京外国语大学英语学院脱产进修,时间从 2011 年 3 月至 2012 年 2 月。为此,《北京日报》社人事处发函与北京外国语大学教务处接洽,希望得到对方的同意。请以《北京日报》社人事处的名义,按照需要的格式撰写相关公文。所需具体内容可自己补充,字数不超过 400 字。

## 三、命题写作 (60 分)

中国的韬略思想,源远流长,博大精深。据传说,先秦时期姜尚撰写了《六韬》,帮助周王完成了灭商立国的大业;汉代张良也是凭借黄石公传授的《黄石公三略》建功立业。韬略之学在秦汉时期得到广泛的运用,到三国时代,更是发展迅速,硕果累累。中国历史上韬略人物之层出不穷,韬略理论之独特精辟,韬略范例之丰富多彩,在整个世界历史上都是罕见的。韬略早已由诸子百家中兵家的学术,广泛应用于政治、经济、军事、外交等诸多领域。以“谈韬略”为题,写一篇议论文,阐述你对此的见解和认识。要求字数不少于 800 字。

### 初试 03 卷: 基础二外

略

## 对外经济贸易大学 2011 年 MTI 硕士入学考试真题

## 第 1 卷：基础英语

## Part 1: Vocabulary and grammar. (30 POINTS)

01. The Space Age \_\_\_\_ in October 1957 when the first artificial satellite was launched by the Soviet Union.  
A. initiated                      B. originated                      C. embarked                      D. commenced
02. John said that he didn't quite \_\_\_\_ and asked me to repeat what I had said.  
A. snatch up                      B. summon up                      C. catch on                      D. watch out
03. When he tried to make a \_\_\_\_, he found that the hotel that he wanted was completely filled because of a convention.  
A. complaint                      B. claim                      C. reservation                      D. decision
04. A budget of five dollars a day is totally \_\_\_\_ for a trip round Europe.  
A. inadequate                      B. incapable                      C. incompatible                      D. invalid
05. In our highly technological society, the number of jobs for unskilled workers is \_\_\_\_.  
A. shrinking                      B. obscuring                      C. altering                      D. constraining
06. The fuel of the continental missile is supposed to be \_\_\_\_ by this device.  
A. ignited                      B. lighted                      C. fired                      D. inspired
07. I worked so late in the office last night that I hardly had time \_\_\_\_ the last bus.  
A. to have caught                      B. to catch                      C. catching                      D. having caught
08. Frankly speaking, your article is very good except for some \_\_\_\_ mistakes in grammar.  
A. obscure                      B. glaring                      C. trivial                      D. rare
09. As it turned out to be a small house party, we \_\_\_\_ so formally.  
A. needn't dress up                      B. did not need have dressed up  
C. did not need dress up                      D. needn't have dressed up
10. Certain species disappeared or became \_\_\_\_ as new forms arose that were better adapted to the Earth's changing environment.  
A. feeble                      B. extinct                      C. massive                      D. extinguished
11. I apologize if I \_\_\_\_ you, but I assure you it was unintentional.  
A. offend                      B. had offended  
C. should have offended                      D. might have offended
12. Franklin D. Roosevelt argued that the depression stemmed from the American economy's \_\_\_\_ flaws.  
A. underlining                      B. vulnerable                      C. vulgar                      D. underlying
13. Although a teenager, Fred could resist \_\_\_\_ what to do and what not to do.  
A. to be told                      B. having been told                      C. being told                      D. to have been told

14. I am afraid that you have to alter your \_\_\_\_ views in light of the tragic news that has just arrived.  
A. indifferent      B. distressing      C. optimistic      D. pessimistic
15. Greater efforts to increase agricultural production must be made if food shortage \_\_\_\_ avoided.  
A. is to be      B. can be      C. will be      D. has been
16. Stop shouting! I can't hear the football \_\_\_\_.  
A. judgment      B. interpretation      C. commentary      D. explanation
17. Doing your homework is a sure way to improve your test scores, and this is especially true \_\_\_\_ it comes to classroom tests.  
A. before      B. as      C. since      D. when
18. Every member of society has to make a \_\_\_\_ to struggle for the freedom of the country.  
A. pledge      B. warranty      C. resolve      D. guarantee
19. David tends to feel useless and unwanted in a society that gives so much \_\_\_\_ to those who compete well.  
A. prestige      B. regime      C. superiority      D. legislation
20. The terrorists might have planted a bomb on a plane in Athens, set to \_\_\_\_ when it arrived in New York.  
A. go off      B. get off      C. come off      D. carry off
21. The younger person's attraction to stereos cannot be explained only \_\_\_\_ familiarity with technology.  
A. in quest of      B. by means of      C. in terms of      D. by virtue of
22. By signing the lease we made a \_\_\_\_ to pay a rent of \$150 a week.  
A. conception      B. commission      C. commitment      D. confinement

## Part 2: Identify Stylistic Problems. (18 POINTS)

01. By the time Julia Roberts was 23, she had won two academy award nominations, she had also become the world's most popular female actress.  
A. run on      B. comma splice      C. correct      D. fragment
02. Since then, Roberts has appeared in fourteen films. Most recently, "My Best Friend's Wedding" and "The Conspiracy Theory".  
A. fragment      B. choppy      C. correct      D. comma splice
03. She didn't plan to become an actress. She wanted to be six feet tall. She wanted to be a veterinarian. She wanted to be happy and make others happy.  
A. fragment      B. comma splice      C. choppy      D. correct
04. Although Julia Roberts has had much professional success. In spite of her trouble with several failed relationships.  
A. fragment      B. choppy      C. comma splice      D. correct
05. Julia Roberts lives in Manhattan, not far from the apartment she once shared with her sister in Greenwich Village.  
A. fragment      B. comma splice      C. correct      D. run on
06. She came to New York when she was seventeen. Because her older sister lived there and she was

influenced by her sister.

- A. fragment                      B. run on                      C. choppy                      D. comma splice

07. Roberts was raised in Georgia. Her parents ran a theater school there. Her sister and brother are also actors. The family was always short of money.

- A. fragment                      B. choppy                      C. correct                      D. run on

08. When Julia was four years old, her parents divorced. After eighteen years of marriage.

- A. fragment                      B. run on                      C. choppy                      D. correct

### Part 3: Reading Comprehension. (30 POINTS)

#### Passage A

Many United States companies have, unfortunately, made the search for legal protection from import competition into a major line of work. Since 1980 the United States International Trade Commission (ITC) has received about 280 complaints alleging damage from imports that benefit from subsidies by foreign governments. Another 340 charge that foreign companies “dumped” their products in the United States at “less than fair value”. Even when no unfair practices are alleged, the simple claim that an industry has been injured by imports is sufficient grounds to seek relief.

Contrary to the general impression, this quest for import relief has hurt more companies than it has helped. As corporations begin to function globally, they develop an intricate web of marketing, production, and research relationships. The complexity of these relationships makes it unlikely that a system of import relief laws will meet the strategic needs of all the units under the same parent company.

Internationalization increases the danger that foreign companies will use import relief laws against the very companies the laws were designed to protect. Suppose a United States-owned company establishes an overseas plant to manufacture a product while its competitor makes the same product in the United States. If the competitor can prove injury from the imports—and that the United States Company received a subsidy from a foreign government to build its plant abroad—the United States Company’s products will be uncompetitive in the United States, since they would be subject to duties.

Perhaps the most brazen case occurred when the ITC investigated allegations that Canadian companies were injuring the United States salt industry by dumping rock salt, used to de-ice roads. The bizarre aspect of the complaint was that a foreign conglomerate with United States operations was crying for help against a United States company with foreign operations. The “United States” company claiming injury was a subsidiary of a Dutch conglomerate, while the “Canadian” companies included a subsidiary of a Chicago firm that was the second-largest domestic producer of rock salt.

01. The passage is chiefly concerned with \_\_\_\_.

- A. arguing against the increased internationalization of United States corporations  
B. warning that the application of laws affecting trade frequently has unintended consequences

- C. demonstrating that foreign-based firms receive more subsidies from their governments than United States firms receive from the United States government
- D. advocating the use of trade restrictions for “dumped” products but not for other imports
- 02.** It can be inferred from the passage that the minimal basis for a complaint to the International Trade Commission is which of the following? \_\_\_\_
- A. A foreign competitor has received a subsidy from a foreign government.
- B. A foreign competitor has substantially increased the volume of products shipped to the United States.
- C. A foreign competitor is selling products in the United States at less than fair market value.
- D. The company requesting import relief has been injured by the sale of imports in the United States.
- 03.** The last paragraph performs which of the following functions in the passage? \_\_\_\_
- A. It summarizes the discussion thus far and suggests additional areas of research.
- B. It presents a recommendation based on the evidence presented earlier.
- C. It cites a specific case that illustrates a problem presented more generally in the previous paragraph.
- D. It introduces an additional area of concern not mentioned earlier.
- 04.** The passage warns of which of the following dangers? \_\_\_\_
- A. Companies in the United States may receive no protection from imports unless they actively seek protection from import competition.
- B. Companies that seek legal protection from import competition may incur legal costs that far exceed any possible gain.
- C. Companies that are United States owned but operate internationally may not be eligible for protection from import competition under the laws of the countries in which their plants operate.
- D. Companies that are not United States owned may seek legal protection from import competition under United States import relief laws.
- 05.** According to the passage, the International Trade Commission is involved in which of the following? \_\_\_\_
- A. Investigating allegations of unfair import competition.
- B. Granting subsidies to companies in the United States that have been injured by import competition.
- C. Recommending legislation to ensure fair trade.
- D. Identifying international corporations that wish to build plants in the United States.

### Passage B

Since the late 1970s, in the face of a severe loss of market share in dozens of industries, manufacturers in the United States have been trying to improve productivity—and therefore enhance their international competitiveness—through cost-cutting programs. (Cost-cutting here is defined as raising labor output while holding the amount of labor constant.) However, from 1978 through 1982,

productivity—the value of goods manufactured divided by the amount of labor input—did not improve; and while the results were better in the business upturn of the three years following, they ran 25 percent lower than productivity improvements during earlier, post-1945 upturns. At the same time, it became clear that the harder manufactures worked to implement cost-cutting, the more they lost their competitive edge.

With this paradox in mind, I recently visited 25 companies; it became clear to me that the cost-cutting approach to increasing productivity is fundamentally flawed. Manufacturing regularly observes a “40, 40, 20” rule. Roughly 40 percent of any manufacturing-based competitive advantage derives from long-term changes in manufacturing structure (decisions about the number, size, location, and capacity of facilities) and in approaches to materials. Another 40 percent comes from major changes in equipment and process technology. The final 20 percent rests on implementing conventional cost-cutting. This rule does not imply that cost-cutting should not be tried. The well-known tools of this approach—including simplifying jobs and retraining employees to work smarter, not harder—do produce results. But the tools quickly reach the limits of what they can contribute.

Another problem is that the cost-cutting approach hinders innovation and discourages creative people. As Abernathy’s study of automobile manufacturers has shown, an industry can easily become prisoner of its own investments in cost-cutting techniques, reducing its ability to develop new products. And managers under pressure to maximize cost-cutting will resist innovation because they know that more fundamental changes in processes or systems will wreak havoc with the results on which they are measured. Production managers have always seen their job as one of minimizing costs and maximizing output. This dimension of performance has until recently sufficed as a basis of evaluation, but it has created a penny-pinching, mechanistic culture in most factories that has kept away creative managers.

Every company I know that has freed itself from the paradox has done so, in part, by developing and implementing a manufacturing strategy. Such a strategy focuses on the manufacturing structure and on equipment and process technology. In one company a manufacturing strategy that allowed different areas of the factory to specialize in different markets replaced the conventional cost-cutting approach; within three years the company regained its competitive advantage. Together with such strategies, successful companies are also encouraging managers to focus on a wider set of objectives besides cutting costs. There is hope for manufacturing, but it clearly rests on a different way of managing.

01. The author of the passage is primarily concerned with \_\_\_\_.
- A. summarizing a thesis  
B. recommending a different approach  
C. comparing points of view  
D. making a series of predictions
02. It can be inferred from the passage that the manufacturers mentioned in paragraph 1 expected that the measures they implemented would \_\_\_\_.
- A. encourage innovation  
B. keep labor output constant



- C. increase their competitive advantage  
D. permit business upturns to be more easily predicted
03. The primary function of the first paragraph of the passage is to \_\_\_\_\_.  
A. present a historical context for the author's observations  
B. anticipate challenges to the prescriptions that follow  
C. clarify some disputed definitions of economic terms  
D. summarize a number of long-accepted explanations
04. The author refers to Abernathy's study most probably in order to \_\_\_\_\_.  
A. qualify an observation about one rule governing manufacturing  
B. address possible objections to a recommendation about improving manufacturing competitiveness  
C. support an earlier assertion about method of increasing productivity  
D. suggest the centrality in the United States economy of a particular manufacturing industry
05. The author's attitude toward the culture in most factories is best described as \_\_\_\_\_.  
A. cautious                      B. critical                      C. disinterested                      D. respectful

### Passage C

It can be argued that much consumer dissatisfaction with marketing strategies arises from an inability to aim advertising at only the likely buyers of a given product. There are three groups of consumers who are affected by the marketing process. First, there is the market segment—people who need the commodity in question. Second, there is the program target—people in the market segment with the “best fit” characteristics for a specific product. Lots of people—may need trousers, but only a few qualify as likely buyers of very expensive designer trousers. Finally, there is the program audience—all people who are actually exposed to the marketing program without regard to whether they need or want the product.

These three groups are rarely identical. An exception occurs in cases where customers for a particular industrial product may be few and easily identifiable. Such customers, all sharing a particular need, are likely to form a meaningful target, for example, all companies with a particular application of **the product in question**, such as high-speed fillers of bottles at breweries. In such circumstances, direct selling (marketing that reaches only the program target) is likely to be economically justified, and highly specialized trade media exist to expose members of the program target—and only members of the program target—to the marketing program.

Most consumer-goods markets are significantly different. Typically, there are many rather than few potential customers. Each represents a relatively small percentage of potential sales. Rarely do members of a particular market segment group themselves neatly into a meaningful program target. There are substantial differences among consumers with similar demographic characteristics. Even with all the past decade's advances in information technology, direct selling of consumer goods is rare, and mass marketing—a marketing approach that aims at a wide audience—remains the only economically feasible mode. Unfortunately, there are few media that allow the marketer to direct a marketing program exclusively to the program target. Inevitably, people get exposed to a great deal