

2010 MBA 联考 备考教程

英语分册

MBA 入学考试命题研究组 编

基本知识

全面精练

解题技巧

独到精辟

重要提示

画龙点睛

真题解析

实战演练

备考全攻 事半功倍

清华大学出版社





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MBA入学考试命题研究组 编

清华大学出版社

北京

内 容 简 介

MBA 入学考试是选拔高级工商管理人才的重要考试。为了帮助广大考生进行有效的英语复习,本书在开篇给出一套全真模拟试题,让考生在复习之初能测验自己的水平,根据自己当前的水平确定复习方案。本书的第二到第六部分详细地介绍了 MBA 英语考试各个环节的知识,并提供各题型的专项训练。本书第七部分是近年试题与解析。解析近年试题是掌握命题规律、把握考试脉搏的不可或缺的复习举措。最后是三套模拟试题,通过近年试题和模拟试题的训练,读者可以检查自己的学习成果,并进行有针对性的查漏补缺,加强自己的优势,弥补自己的不足。

本书适合广大参加 MBA 入学考试的考生自学与辅导之用,同时也适用于参加普通研究生考试的广大考生。

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编者的话

MBA(Master of Business Administration)是“工商管理硕士”的英文缩写。MBA教育起源于美国,现在已逐渐成为美国乃至世界各国管理教育的主流模式。中国加入WTO、中国经济的飞速发展以及经济的全球化给中国带来了无限的机遇和挑战。要使经济得以快速、健康和持续地发展,管理水平一定要相应提高。

1990年,国务院学位委员会正式批准在我国设立MBA学位和试办MBA教育,并于1991年开始招生。MBA是一种专业学位,明显不同于普通理论研究生教育的特点。MBA教育的目标是培养务实型的管理人才。我国培养的MBA既要有坚定正确的政治方向,又要具备广博而全面的管理知识。MBA教育注重学生的实践环节,强调学生能力与素质的培养,通过大量的案例教学,培养学生的战略眼光、创造性思维、开拓进取的精神以及强烈的事业心与I社会责任感。

从1997年开始,我国的MBA入学考试开始实行全国MBA入学联考制度,在考试的形式上也有几次重大的变革,尤其是从2003年开始,将语文改为写作,并且将写作、数学和逻辑合并为综合能力考试,考试时间为3个小时,分值为200分。2009年MBA联考总分300分,其中逻辑60分、写作65分、数学75分、英语100分。MBA考试的模式逐渐趋向成熟,考试也逐渐由考查知识向考查能力过渡。

在MBA入学考试竞争日趋激烈的形势下,为了满足广大MBA考生的迫切需求,我们组织了有丰富教学和MBA辅导培训经验的专家和教授,花费大量的时间精心编写了这套“2010MBA联考备考教程”丛书,以便参加2010年MBA入学考试的考生能在有限的时间内,通过本丛书的学习和实战演练,在MBA的考试中夺得高分,迈进名校MBA的殿堂。

本套丛书的特点如下。

1. 作者阵容强大、辅导经验丰富、深谙命题动态

由原MBA联考阅卷组组长、MBA联考辅导和考研辅导名师童武教授领衔组织编写,多位原MBA联考命题组组长和成员通力合作,集全国著名MBA辅导班讲授之精华,全力推出这套2010MBA联考整体解决方案。作者均在全国各

地 MBA 辅导学校的一线亲自辅导广大考生的考前复习，从事了多年的 MBA 培训和教育工作，有相当丰富的辅导和教学工作经验，深谙 MBA 的命题规律和动态。

2. 体系明晰、内容凝练、注重实效

“2010MBA 联考备考教程”丛书包括《2010MBA 联考备考教程 数学分册》、《2010MBA 联考备考教程 逻辑分册》、《2010MBA 联考备考教程 写作分册》、《2010MBA 联考备考教程 英语分册》4 本。本丛书紧扣最新考试大纲，内容凝练，题量充足，解析精辟。编者结合多年来的辅导经验，诠释 MBA 考试的解题技巧，使广大考生能够在有限的时间之内，正确把握考试要求，紧紧抓住考试的重点环节，做到事半功倍。

本套丛书自出版以来受到了广大考生的青睐，同时他们也为本套丛书的不断完善提出了许多宝贵的意见和建议，为打造这套精品献计献策，在此一并表示诚挚的谢意！

读者越是信任我们，我们越是感到责任重大，我们将与广大 MBA 考生一道，迎难而上，不断改进和提高。

由于时间仓促，编者的经验和水平有限，书中不当之处在所难免，欢迎广大读者和专家批评指正。

为了更好地帮助考生渡过联考难关，考生可以登录中国大手笔教育在线（www.firstedu.org.cn）MBA 联考频道，下载网络教学资料、最新大纲信息以及本书修订文件、权威考试资讯等。

II

MBA 入学考试命题研究组

2009 年 4 月

前言

MBA 考试是选拔高级工商管理人才的考试。从 1997 年中国举行 MBA 入学考试开始, 中国的 MBA 入学考试无论从形式上还是内容上都在走向成熟。最新 MBA 联考英语大纲规定, 试题结构分五部分, 共 62 (或 66) 题, 包括词汇知识、综合填空、阅读理解、英译汉和写作。其中词汇知识 20 道题, 共 10 分; 综合填空 20 小题, 共 10 分; 阅读理解 20 题, 共 40 分; 英译汉两种题型, 每次考其中一种, 共 20 分; 写作共 1 题, 20 分。

为了让考生适应大纲调整后的考试复习需求, 把握命题脉搏, 全面掌握考试重点、疑点和难点, 在考试中蟾宫折桂, 赢得高分, 我们在前两版的基础上, 经过了严格而精心的修订, 对新大纲所调整的内容进行了详细的讲解, 凸显考试重点, 全面展现考试技巧。

本书修订后的编写体例和特色如下。

1. 本书在开篇给出一套全真模拟试题, 让考生在复习之初能测验自己的水平, 根据自己当前的水平确定复习方案。同时提供具有参考价值的学习方法和考试攻略, 对于忙碌中的广大考生高效地复习英语具有积极的意义, 并且给那些难以找到一套行之有效的学习方法的考生指明道路。

2. 本书详细地介绍了 MBA 英语考试各个环节的知识。词汇题包括了商务和管理部分, 适合 MBA 英语的考试需要, 并有详细的解析; 本书的阅读材料内容广泛, 包括社会、经济、文化、管理和科学等; 本书的作文题也符合 MBA 英语的考试需要, 包括了商务英语的写作, 并给出了范文, 以便考生能将自己的作文与范文对照, 找到自己的不足之处, 便于改进和提高。

3. 本书最后是近年试题与解析。见证近年试题是掌握命题规律、把握考试脉搏的不可或缺的复习方法。考生在进行实战训练的同时, 能通过近年试题的训练, 检验自己的学习效果, 进行有针对性的查漏补缺, 加强自己的优势, 弥补自己的不足。

本书在编写和修订过程中, 曾得到北京大学英语系和对外经济贸易大学国际贸易学院部分同志的大力支持, 在此表示感谢。

由于作者水平有限, 加之时间仓促, 错误和疏漏之处在所难免, 望广大考生和专家批评指正。

编者

2009 年 4 月于北京

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模拟测试与复习对策

第一章 模拟测试

第二章 英语复习整体方案

在考生进行复习前,为了使考生对考试试题和命题趋势有一个大概的了解,同时也为了检验考生复习前的实际水平,以便进行有针对性的复习,因此特别编写了一套复习前模拟测试题,供考生进行复习前的自我测试。

全国攻读工商管理硕士学位研究生入学考试 英语模拟试题

Section I Vocabulary

3

Directions: *There are 20 incomplete sentences in this section. For each sentence there are four choices marked A, B, C and D. Choose the one answer that best completes the sentence and mark your answers on ANSWER SHEET 1.*
(10 points)

1. The precious manuscripts were hopelessly _____ by long exposure in the cold, damp cellar.
A. ruined B. damaged C. destroyed D. harmed
2. The board of the company has decided to _____ its operation to include all aspects of the clothing business.
A. extend B. enlarge C. expand D. amplify
3. That sound doesn't _____ in his language, so it's difficult for him to pronounce it.
A. happen B. occur C. have D. take place
4. The accommodation was cheap, but the food was very _____.
A. high B. costly C. dear D. overpaid
5. My boss insists on seeing everything in _____ before he makes a decision.
A. black and blue B. red and blue
C. black and white D. green and yellow

6. The work is not very profitable _____ cash, but I am getting valuable experience from it.

- A. in the light of B. according to C. on the basis of D. in terms of

7. At the meeting, Smith argued _____ in favor of the proposal.

- A. severely B. warmly C. forcefully D. heavily

8. His attention often _____ at lectures. No wonder he failed the exam.

- A. branched B. wondered C. wandered D. went out

9. It's often a mistake to _____ appearance: that poor-looking individual is anything but poor. In fact, he is a millionaire.

- A. go over B. go by C. go against D. go for

10. He doesn't seem to be able to _____ any interest in his studies.

- A. make up B. work up C. turn up D. use up

11. When workers are organized in trade unions, employers find it hard to lay them _____.

- A. off B. aside C. out D. down

12. The wealth of a country should be measured _____ the health and happiness of its people as well as the material goods it can produce.

- A. in line with B. in terms of C. in regard with D. by means of

4

13. He has failed me so many times that I no longer place any _____ on what he promises.

- A. faith B. belief C. credit D. reliance

14. My students found the book _____ it, provided them with an abundance of information on the subject.

- A. enlightening B. confusing C. distracting D. amusing

15. Nobody yet knows how long and how seriously the shakiness in the financial system will _____ down the economy.

- A. put B. settle C. drag D. knock

16. In this factory the machines are not regulated _____ but are jointly controlled by a central computer system.

- A. independently B. individually C. irrespectively D. irregularly

17. Every chemical change either results from energy being used to produce the change, or causes energy to be _____ in some form.

- A. given off B. put out C. set off D. used up

18. Our corporation's obligation under this _____ is limited to repair or replacement.

- A. warranty B. license C. market D. necessity

19. They are a firm of good repute and have large financial _____.

- A. reserves B. savings C. storages D. resources

20. In the past 10 years, the company has gradually _____ all of its smaller rivals.
A. engaged B. occupied C. monopolized D. absorbed

Section II Cloze

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

The history of African-Americans during the past 200 years is traditionally narrated _____ 21 _____ an ongoing struggle against _____ 22 _____ and indifference on the part of the American mainstream, and a struggle _____ 23 _____ as an upward movement is _____ 24 _____ toward ever more justice and opportunity.

Technology in and of _____ 25 _____ is not at fault; it's much too simple to say that gunpowder or agricultural machinery or fiber optics _____ 26 _____ been the enemy of an _____ 27 _____ group of people. A certain machine is put _____ 28 _____ work in a certain way—the purpose _____ 29 _____ which it was designed. The people who design the machines are not intent on unleashing chaos; they are usually trying to _____ 30 _____ a task more quickly, cleanly, or cheaply, _____ 31 _____ the imperative of innovation and efficiency that has ruled Western civilization _____ 32 _____ the Renaissance.

Mastery of technology is second only _____ 33 _____ money as the true measure of accomplishment in this country, and it is very likely that by _____ 34 _____ this under-representation in the technological realm, and by not questioning and examining the folkways that have _____ 35 _____ it, African-Americans are allowing _____ 36 _____ to be kept out of the mainstream once again. This time, however, they will be _____ 37 _____ from the greatest cash engine of the twenty-first century. Inner-city African-Americans in particular are in danger, and the beautiful suburbs _____ 38 _____ ring the decay of Hartford, shed the past and learn to exist without contemplating or encountering the tragedy of the inner city.

And African-Americans must change as well. The ways that _____ 39 _____ their ancestors through captivity and coming to freedom have begun to lose their utility. If African-Americans _____ 40 _____ to survive as full participants in this society, they have to understand what works now.

- | | | | |
|--------------------|---------------|--------------|---------------|
| 21. A. like | B. as | C. for | D. with |
| 22. A. charity | B. clarity | C. cohesion | D. oppression |
| 23. A. charting | B. charts | C. charted | D. to chart |
| 24. A. progressing | B. progressed | C. clutched | D. clutching |
| 25. A. itself | B. themselves | C. ourselves | D. himself |
| 26. A. have | B. to have | C. has | D. to has |
| 27. A. entirely | B. enter | C. entire | D. entrance |
| 28. A. for | B. off | C. on | D. at |

- | | | | |
|--------------------|-----------------|-----------------|------------------|
| 29. A. for | B. to | C. with | D. before |
| 30. A. envelop | B. accomplish | C. enveloping | D. accomplishing |
| 31. A. followed | B. follows | C. to follow | D. following |
| 32. A. since | B. on | C. in | D. at |
| 33. A. before | B. to | C. with | D. from |
| 34. A. to tolerate | B. tolerate | C. tolerated | D. tolerating |
| 35. A. encountered | B. encountering | C. to encounter | D. encounters |
| 36. A. them | B. us | C. themselves | D. ourselves |
| 37. A. excluding | B. included | C. including | D. excluded |
| 38. A. where | B. that | C. how | D. what |
| 39. A. servicing | B. encircle | C. encircling | D. served |
| 40. A. is | B. were | C. are | D. have |

Section III Reading Comprehension

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

6

1

Reebok executives do not like to hear their stylish athletic shoes called “footwear for yuppies(雅皮士, 少壮高薪职业人士)”. They contend that Reebok shoes appeal to diverse market segments, especially now that the company offers basketball and children’s shoes for the under-18 set and walking shoes for older customers not interested in aerobics(健身操) or running. The executives also point out that through recent acquisitions they have added hiking boots, dress and casual shoes, and high-performance athletic footwear to their product lines, all of which should attract new and varied groups of customers.

Still, despite its emphasis on new markets, Reebok plans few changes in the upmarket(高档消费人群的) retailing network that helped push sales to \$1 billion annually, ahead of all other sports shoe marketers. Reebok shoes, which are priced from \$27 to \$85, will continue to be sold only in better specialty, sporting goods, and department stores, in accordance with the company’s view that consumers judge the quality of the brand by the quality of its distribution.

In the past few years, the Massachusetts-based company has imposed limits on the number of its distributors (and the number of shoes supplied to stores), partly out of necessity. At times the unexpected demand for Reeboks exceeded supply, and the company could barely keep up with orders from the dealers it already had. These

fulfillment problems seem to be under control now, but the company is still selective about its distributors. At present, Reebok shoes are available in about five thousand retail stores in the United States.

Reebok has already anticipated that walking shoes will be the next fitness-related craze, replacing aerobics shoes the same way its brightly colored, soft leather exercise footwear replaced conventional running shoes. Through product diversification and careful market research, Reebok hopes to avoid the distribution problems Nike came across several years ago, when Nike misjudged the strength of the aerobics shoe craze and was forced to unload huge inventories of running shoes through discount stores.

41. One reason why Reebok's managerial personnel don't like their shoes to be called "footwear for yuppies" is that _____.

- A. they believe that their shoes are popular with people of different age groups
- B. new production lines have been added to produce inexpensive shoes
- C. "yuppies" usually evokes a negative image
- D. the term makes people think of prohibitive prices

42. Reebok's view that "consumers judge the quality of the brand by the quality of its distribution" (Lines 5~6, Para. 2) implies that _____.

- A. the quality of a brand is measured by the service quality of the store selling it
- B. the quality of a product determines the quality of its distributors
- C. the popularity of a brand is determined by the stores that sell it
- D. consumers believe that first-rate products are only sold by high-quality stores

43. Reebok once had to limit the number of its distributors because _____.

- A. its supply of products fell short of demand
- B. too many distributors would cut into its profits
- C. the reduction of distributors could increase its share of the market
- D. it wanted to enhance consumer confidence in its products

44. Although the Reebok Company has solved the problem of fulfilling its orders, it _____.

- A. does not want to further expand its retailing network
- B. still limits the number of shoes supplied to stores
- C. is still particular about who sells its products
- D. still carefully chooses the manufacturers of its products

45. What lesson has Reebok learned from Nike's distribution problems?

- A. A company should not sell its high-quality shoes in discount stores.
- B. A company should not limit its distribution network.
- C. A company should do follow-up surveys of its products.
- D. A company should correctly evaluate the impact of a new craze on the market.

2

Birds that are literally half-asleep—with one brain hemisphere alert and the other sleeping—control which side of the brain remains awake, according to a new study of sleeping ducks.

Earlier studies have documented half-brain sleep in a wide range of birds. The brain hemispheres take turns sinking into the sleep stage characterized by slow brain waves. The eye controlled by the sleeping hemisphere keeps shut, while the wakeful hemisphere's eye stays open and alert. Birds also can sleep with both hemispheres resting at once.

Decades of studies of bird finks led researchers to predict extra alertness in the more vulnerable, end-of-the-row sleepers. Sure enough, the end birds tended to watch carefully on the side away from their companions. Ducks in the inner spots showed no preference for gaze direction.

Also, birds dozing (打盹) at the end of the line resorted to single-hemisphere sleep, rather than total relaxation, more often than inner ducks did. Rotating 16 birds through the positions in a four-duck row, the researchers found outer birds half-asleep during some 32 percent of dozing time versus about 12 percent for birds in internal spots.

“We believe this is the first evidence for an animal behaviorally controlling sleep and wakefulness simultaneously in different regions of the brain,” the researchers say.

The results provide the best evidence for a long-standing supposition that single-hemisphere sleep evolved as creatures scanned for enemies. The preference for opening an eye on the lookout side could be widespread, he predicts. He's seen it in a pair of birds dozing side-by-side in the zoo and in a single pet bird sleeping by a mirror. The mirror-side eye closed as if the reflection were a companion and the other eye stayed open.

Useful as half-sleeping might be, it's only been found in birds and such water mammals (哺乳动物) as dolphins, whales, and seals. Perhaps keeping one side of the brain awake allows a sleeping animal to surface occasionally to avoid drowning.

Studies of birds may offer unique insights into sleep. Jerome M. Siegel of the UCLA says he wonders if birds' half-brain sleep “is just the tip of the iceberg (冰山).” He speculates that more examples may turn up when we take a closer look at other species.

46. A new study on birds' sleep has revealed that _____.

- A. half-brain sleep is found in a wide variety of birds
- B. half-brain sleep is characterized by slow brain waves

- C. birds can control their half-brain sleep consciously
- D. birds seldom sleep with the whole of their brain at rest
- 47. According to the passage, birds often half sleep because _____.
 - A. they have to watch out for possible attacks
 - B. their brain hemispheres take turns to rest
 - C. the two halves of their brain are differently structured
 - D. they have to constantly keep an eye on their companions
- 48. The example of a bird sleeping in front of a mirror indicates that _____.
 - A. the phenomenon of birds dozing in pairs is widespread
 - B. birds prefer to sleep in pairs for the sake of security
 - C. even an imagined companion gives the bird a sense of security
 - D. a single pet bird enjoys seeing its own reflection in the mirror
- 49. While sleeping, some water mammals tend to keep half awake in order to _____.
 - A. alert themselves to the approaching enemy
 - B. emerge from water now and then to breathe
 - C. be sensitive to the ever-changing environment
 - D. avoid being swept away by rapid currents
- 50. By “just the tip of the iceberg” (Line 2, Para. 8), Siegel suggests that _____.
 - A. half-brain sleep has something to do with icy weather
 - B. the mystery of half-brain sleep is close to being solved
 - C. most birds living in cold regions tend to be half sleepers
 - D. half-brain sleep is a phenomenon that could exist among other species

3

Our culture has caused most Americans to assume not only that our language is universal but that the gestures we use are understood by everyone. We do not realize that waving good-bye is the way to summon a person from the Philippines to one's side, or that in Italy and some Latin-American countries, curling the finger to oneself is a sign of farewell.

Those private citizens who sent packages to our troops occupying Germany after World War II and marked them GIFT to escape duty payments did not bother to find out that “Gift” means poison in German. Moreover, we like to think of ourselves as friendly, yet we prefer to be at least 3 feet or an arm's length away from others. Latins and Middle Easterners like to come closer and touch, which makes Americans uncomfortable.

Our linguistic(语言上的) and cultural blindness and the casualness with which we take notice of the developed tastes, gestures, customs and languages of other countries, are losing us friends, business and respect in the world.