

MBA联考英语专项突破系列

MBA

MBA联考英语高分突破 阅读理解分册



沈明波 主编
周玉芬 参编
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策划者前言

这是一套针对 MBA 选拔性考试的必备丛书。

在出版由全国工商管理硕士教育指导委员会组编的统编教材的基础上，机械工业出版社会同北京大学、清华大学、中国人民大学、北京理工大学、西安交通大学、北方交通大学、北京科技大学等几所高校的 MBA 考前辅导名师和资深命题专家，策划了这套 2003 年 MBA 联考系列丛书：《2003 年 MBA 联考同步辅导教材》、《2003 年 MBA 联考模拟试卷》、《MBA 联考英语高分突破》等共 12 本，并将陆续面世。这是为了帮助有志于攻读工商管理硕士学位的广大考生进一步全面、系统地复习有关课程内容，依据最新 MBA 联考大纲和最新 MBA 联考命题方向和趋势而编写的一套题量较大、题型齐全、覆盖面广、难度及认知层次分布合理，应试针对性极强的 MBA 联考系列丛书。

一、体系明晰、内容精练

《2003 年 MBA 联考同步辅导教材》中包括《英语分册》、《管理分册》、《综合能力考试数学分册》、《综合能力考试 逻辑分册》和《综合能力考试 写作分册》。该体系紧密结合最新大纲和指定用书，精讲精练，题型丰富，数量充足，解析精辟，应试针对性极强。该体系书写体例为：“知识网络图”+“知识要点”+“典型例题”+“习题”。数学分册严格遵循最新考试形式（充分性判断、问题求解）精心制作，体现了作者们的专业素质，您不妨看看、练练。管理分册附有周毕文教授讲课的光盘，是一本不可多得的管理类辅导书的精品。

《MBA 联考英语高分突破》系列丛书包括《听力分册》、《阅读理解分册》、《商务词汇与动词词组分册》和《词汇实战宝典分册》。这种编写体系的实用性强，使考生易于针对英语弱项，专门训练，以突破英语难关。《听力分册》附有磁带，《阅读理解分册》附有详细注释和长难句分析，《词汇实战宝典分册》附有典型例句、常用搭配、易混淆词，《商务词汇与动词词组分册》更是妙不可言，您不妨去书店找上一本，仔细翻翻。

《2003 年 MBA 联考模拟试卷》包括《英语分册》（配有听力磁带）、《管理分册》、《综合能力考试分册（数学、逻辑推理与写作）》。这套模拟试卷的体系是严格按照最新大纲和最新考卷形式精心设计的，提供全真模拟感觉，是众多作者多年教学、辅导、命题研究的结晶与升华，为您顺利突破 MBA 联考保驾护航。

以上这三套丛书必将帮你顺利解开 2003 年 MBA 联考的成功密码，您要抓牢它。

二、编者队伍阵容强大

这三套丛书的主编、主审和相关作者皆为北京大学、清华大学、中国人民大学、西安交通大学、北京理工大学、北方交通大学、北京科技大学等多年从事教学、辅导工作和有

资深命题经验的知名教授和辅导专家。他们所编写的教材、辅导书和讲授的课程在各校和历年 MBA 入学考试中有着举足轻重的影响。

机工版 2003 年 MBA 系列辅导丛书能得以顺利出版和发行，非常感谢 1985~2001 年研究生入学考试资深命题专家王式安教授，清华大学公共英语教学辅导委员会委员侯成源教授，原全国工商管理硕士辅导委员会委员李培焯教授，以及所有主审、主编和作者。

机工版的这三套 MBA 系列辅导丛书是众多辅导名师与专家的结晶，必将成为 MBA 辅导教材的精品。

希望经过我们半年的努力和 20 多位 MBA 辅导专家的倾情之作能够帮助你。

策划人：王 赢

编者的话

无论是对于 MBA 考试，还是对于每个人将来的职业发展，英语都是非常重要的，读懂文章更是英语学习必须要做到的。

阅读理解对于何种英语考试来讲，分值所占比例都是最大的。阅读理解成绩的好坏直接决定着英语的总成绩，因此决不可忽视。

许多考生对阅读理解很困惑。有时候，读懂文章，做不对题。有时候，读不懂文章，却做对了题。“机关”在哪里“如何才能高效学习提高英语？本书力争为你摸去“云雾”，让你洞彻高分奥妙。

本书所选文章，都是完全针对 MBA 考试的，突出 MBA 英语考试特点，完全按照新大纲、努力做到与真题接近，相信会对考生大有裨益。

“世上无难事，只怕有心人”，与本书为友，刻苦钻研，用心体会，相信在英语的考试中，你定会取得好成绩！

由于编者水平有限，再加上时间仓促，所以本书的内容难免会有错漏之处，敬请各位读者和老师批评指正。

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Unit 1

Passage 1

①Heavy logging in the forests of Costa Rica's Caribbean lowlands is changing that country's weather patterns, according to scientists studying cloud formations there.

"We're seeing that if you *deforest* the lowlands it influences the environment several hundreds of kilometers away," reports Ron Welch, chairman of the Atmospheric Science Department at the University of Alabama in Huntsville (UAH).

②Using satellite and on-site data sources, UAH researchers have created models that track the way clouds are formed in Costa Rica's lowlands and then pushed into the mountains by strong trade winds (信风). Low clouds are a vital source of water for the country's mountain forests during the annual dry season.

③Costa Rican lowland forests put water vapor into the air through transpiration (蒸腾作用), a process that is essential to the formation of dense, low-lying clouds. Trees also cool the air in this region, keeping the cloud base low. Cutting down the forests reduces the amount of water available for cloud formation and also warms the air. Warmer air drives the clouds to a higher level and trade winds carry the clouds into the mountains, but not at the low levels required to bring sufficient water to mountain forests.

In the past 25 years Costa Rica's cloud base has risen, according to UAH researchers. ④During the same period the country's dry season has grown longer by several weeks and there has been a decline in the amphibian (水陆两栖的) population. Altering the cloud forest may also bring unwelcome economic and social changes to the lowlands.

"There are some important potential hydrologic (水文的, 水理的) effects. Dry season river flows might change. ⑤Reduced cloud interaction with the mountains might mean a substantially reduced supply of water for urban water systems, reduced water for irrigation (灌溉), and reduced water for hydroelectric development," argues Robert Lawton, a biologist at UAH.

Deforestation in Costa Rica could have a significant effect on the prospects of protecting Central America's biological "hot spots"—regions that are especially rich in plant and animal life—extending from Guatemala to Panama. Ongoing research may help determine the range of climate effects related to Costa Rican deforestation. It could also guide conservation efforts and land-management practices in the future.

"We have a chance here to develop a set of tools to allow us to look anywhere, from Cameroon to Fiji or Ecuador, and find out what might happen under various land-use plans," concludes Welch. (394 words)

1. It can be inferred from the passage that ____.

A. deforestation can have long-range effects

- B. trees grow quickly in the lowlands
C. deforestation could have significant prospects
D. dry season river flows have changed in Costa Rica
2. What word or phrase in paragraph 4 has the same meaning as the italicized word *deforest* (Par. 2, sentence 1) ?
A. transpiration B. cutting down the forests C. mountain forests D. lowland forests
3. Which of the following statements is true?
A. Deforesting the lowlands only influences the environment several kilometers away.
B. Low clouds are a vital source of water for the country's mountain forests all the year round.
C. "Central America" in paragraph 7 does not refer to the central area of the U.S.A.
D. Ongoing research has controlled the range of climate effects related to Costa Rican deforestation.
4. According to the passage, what important potential hydrologic effects are mentioned?
A. Bringing unwelcome economic and social changes to the lowlands.
B. Producing water for irrigation.
C. Reduced water for hydroelectric development.
D. During the same period the country's dry season has grown longer.
5. What would be the most appropriate title for this passage?
A. How to Protect the Environment.
B. The Global Temperature is Rising.
C. Tree Cutting Harms Water Supplies.
D. Deforestation Causes Social Problems.

词汇注释

log 采伐木材

Costa Rica 哥斯达黎加(拉丁美洲)

Caribbean 加勒比海(的)

deforest 砍伐森林

atmospheric 大气的; 大气层的

trade wind 信风, 贸易风

vapor 雾气, 蒸气; water vapor 水蒸气

transpiration [植]蒸腾作用

amphibian 水陆两栖的

potential 潜在的; 潜力

hydrologic 水文的, 水理的

interaction 相互作用, 相互影响

irrigation 灌溉

hydroelectric 水电的

prospect 前景; 展望; 可能的主顾

Guatemala 危地马拉(拉丁美洲)

Panama 巴拿马(拉丁美洲)

conservation 保存, (森林等资源的)保护; 资源保护区

Cameroon 喀麦隆(非洲)

Fiji 斐济(西太平洋)

Ecuador 瓜多尔(拉丁美洲)

难句注释及翻译

- ① Heavy logging in the forests of Costa Rica's Caribbean lowlands is changing that country's

weather patterns, according to scientists studying cloud formations there.

【注释】在这句话中，主语是“**Heavy logging**”，谓语动词是“**is changing**”，“**in the forests of Costa Rica's Caribbean lowlands**”作主语的定语。

【译文】据当地研究云层形成的科学家发现，哥斯达黎加的加勒比海沿岸低地森林的严重采伐正在改变该国的气候模式。

- ② Using satellite and on-site data sources, **UAH researchers have created** models that track the way clouds are formed in Costa Rica's lowlands and then pushed into the mountains by strong trade winds.

【注释】在这句话中，主语是“**UAH researchers**”，谓语动词是“**have created**”，“**using satellite and on-site data sources**”为现在分词短语作伴随状语，“**that track the way...**”是“**models**”的定语从句。

【译文】利用卫星和实地调查资料，阿拉巴马大学的研究人员创建了一些模型，这些模型可以追踪哥斯达黎加低地云层的形成以及随后被强劲的信风吹到山里面的方式。

- ③ **Costa Rican lowland forests put** water vapor into the air through transpiration (蒸腾作用), a process that is essential to the formation of dense, low-lying clouds.

【注释】在这句话中，主语是“**Costa Rican lowland forests**”，谓语动词是“**put**”，“**a process**”是 transpiration 的同位语，其后是由“**that**”引导的定语从句。

【译文】哥斯达黎加低地的森林通过蒸腾作用——一个形成浓厚、低矮云层的必要过程——将水气释放于空气中。

- ④ During the same period **the country's dry season has grown** longer by several weeks and there has been a decline in the amphibian (水陆两栖的) population.

【注释】这句话是由“**and**”连接的两个分句组成的并列句，第一个分句的主语是“**the country's dry season**”，谓语动词是“**has grown**”，第二个分句是“**there be**”句型。

【译文】在同一时期内，这个国家的旱季延长了几个星期，而且水陆两栖动植物的数量减少了。

- ⑤ Reduced cloud interaction with the mountains **might mean** a substantially reduced supply of water for urban water systems, reduced water for irrigation (灌溉), and reduced water for hydroelectric development,” argues Robert Lawton, a biologist at UAH.

【注释】在这句话中，谓语动词是“**might mean**”，它带有三个并列的宾语，即“**a substantially reduced supply of water for urban water systems**”，“**reduced water for irrigation**”，和“**reduced water for hydroelectric development**”。

【译文】阿拉巴马大学的生物学家罗伯特·劳顿谈到：“云层与山脉之间交互作用的减少，可能意味着城市供水的大量减少、灌溉水源的减少以及水电发展的水源减少。”

答案注释

1. 【答案】A

【注释】此题是推断题。本文并未涉及 **trees** 生长快慢的问题，故而 **B** 不是答案；**C** 所陈述的恰与事实相反，不应为答案；从第六段第二句得知“**Dry season river flows might change.**”而并非“**have changed**”，所以 **D** 不合题意。纵观全文，我们不难推断 **A** 应为正

确答案。

2. 【答案】B

【注释】此题是词汇题。前缀“de-”的意思是“除掉、减少”，cut down 意为“砍倒、削减”，因此“deforest”也就是“cutting down the forests”，所以答案 B 正确。

3. 【答案】C

【注释】此题是正误判断题。从第二段第一句“We’re seeing that if you deforest the low-lands it influences the environment **several hundreds of kilometers** away,”可知 A 不正确；从第三段最后一句“Low clouds are a vital source of water for the country’s mountain forests during the **annual dry season**.”可知 B 不合题意；从倒数第二段第二句“Ongoing research **may help determine** the range of climate effects ...”可知 D 不正确；从第七段和第八段可以看出 C 为正确答案。

4. 【答案】C

【注释】此题是具体细节题。从第六段第三句可知 C 为正确答案，而 B 是错误的；A 虽然陈述正确（见第五段最后一句），但不是“hydrologic effects”（水文/水理影响），是经济和社会影响；D 虽然也陈述正确（见第五段第二句），但也不是“hydrologic effects”（水文/水理影响），是气候影响。

5. 【答案】C

【注释】此题是主旨大意题。本文主要谈论的是 deforestation 如何影响到 Costa Rica 的气候、水文以及可能对周边环境造成的影响，并未谈论怎样保护环境、全球气温变化、社会问题，所以 C 应为答案。

Passage 2

The role of the manager as merely an overseer (监工) of workers is a product of the Industrial Age example, no longer appropriate to the Knowledge Age. ①Increasingly, middle managers’ heads are on the chopping blocks (砧板) of budget-tightening corporations, and those who fail to transform themselves into “player/coaches” will become out of date, suggests Thomas H. Davenport, director of the Accenture Institute for Strategic Change.

“There is still an important role, although a different one, for management in the future,” Davenport writes in *The Future of Leadership*. ②“The single most important factor driving the change in what management entails (需要) is the rise and *prevalence* of knowledge work.”

③Under the old model of management, managers were viewed as a separate part of the organization’s workforce, a mere link between the executives who make the decisions and the laborers who carry out the work. But in the new model, managers both make decisions and do work themselves.

In advanced economies, knowledge workers now make up more than 50% of workers—or more, depending on how you define “knowledge worker.” Davenport reports, “I know of a CEO of a large pizza chain who argue that every worker in the organization is a knowledge worker, and unless they all use knowledge to manage costs, serve customers well, and maintain high quality standards, the organization will not succeed. However, if pizza makers are knowledge

workers, who isn't?"

Davenport defines "knowledge workers" as those who create knowledge, such as product development engineers, or whose use of knowledge is a dominant aspect of their work, such as financial auditors. One aspect of work that has changed is that users and creators of knowledge are more likely to be the same people.

"Workers have traditionally been viewed as users of ideas, not creators of them, and if they do create ideas they have generally been small ones," says Davenport. "My view, however, is that the organizations that will be most successful in the future will be those in which it's everyone's job to be creating and using ideas that are both big and small."

Chaparral Steel, a mill in Midlothian, Texas, that produces new steel products from recycled steel, is an example of an industrial firm that is in the vanguard (先锋) of this mind-set, according to Davenport. "Thinking is clearly everyone's job," he notes. "Even the first-line 'associate' is expected to work on production experiments, to identify new product offerings, and to propose new process designs.... ④Chaparral has a very different style of management from most steel companies—its culture is nonhierarchical (不分等级的) and workers are trusted to produce at high levels without monitoring." (434 words)

1. What did the manager usually do in the Industrial Age?
 - A. The manager did the similar work the workers did.
 - B. The manager made decisions.
 - C. The manager made sure that work was properly done by the workers.
 - D. The manager carried out the laborers' work.
2. Compared with the old model of management, what changes have taken place in the advanced economies?
 - A. The managers' role has changed.
 - B. The percentage of knowledge workers has decreased.
 - C. Workers have become users of ideas.
 - D. The workers are monitored by the executives.
3. The italicized word *prevalence* (Par. 2, sentence 2) is closest in meaning to _____.

A. decline	B. transformation	C. division	D. popularity
------------	-------------------	-------------	---------------
4. Which of the following can be inferred from the passage?
 - A. Pizza workers are all knowledge workers.
 - B. The cultures in most steel companies are still hierarchical.
 - C. The more time you spend on thinking, the better the work can be done.
 - D. No other companies have the same style of management as Chaparral.
5. Which of the following is not mentioned in the passage?
 - A. Financial auditors can be defined as knowledge workers.
 - B. Pizza makers can be regarded as knowledge workers.

C. Steel workers in Chaparral Steel can be considered as knowledge workers.

D. Hierarchical culture in a company is helpful to produce creative work.

词汇注释

overseer 监工, 监督

appropriate 适当的, 恰当的; 拨出(款项等); 占用; 挪用

chopping block 砧板

budget 预算

corporation (股份有限)公司; 法人

transform 转变; 改造; 变换; 变压

coach 长途汽车; 教练

out of date 过时的, 不用的

strategic 对全局有重要意义的, 关键的; 战略的

management 管理, 经营; 管理部门

leadership 领导

entail 需要, 必需

prevalence 流行, 普遍

workforce 劳工; 劳动力; 工人总数, 职工总数

executive 经理主管人员; 执行者; 行政人员; 执行的, 行政的

make up 组成, 占……比例; 弥补, 补偿; 捏造

CEO 首席执行官, Chief Executive Officer 的缩写

chain 链条; 一连串; 连锁店

financial 财政的, 金融的

auditor 查账员, 审计员, 核数师

mill 磨坊; 工厂

recycle 回收利用, 使再循环, 反复应用

in the vanguard of 先锋; 先驱; 前锋; 前导

mind-set 思想的形式

nonhierarchical 不分等级的

monitor 监控; 控制; 监视; 检测

难句注释及翻译

- ① Increasingly, middle managers' heads are on the chopping blocks of budget-tightening corporations, **and** those **who** fail to transform themselves into "player/coaches" will become out of date,

【注释】这一部分是由“and”连接的两个并列分句, “who fail to transform themselves into ‘player/coaches’”是定语从句修饰“those”。

【译文】越来越多的中层管理人员的脑袋被摆在了预算吃紧的企业的砧板上, 而那些不能将自己转变成“球员/教练”双重角色的人将会落伍。

- ② **The single most important factor** driving the change in what management entails (需要) **is** the rise and prevalence of knowledge work.

【注释】本句的主语是“the single most important factor”, 谓语动词是“is”, “driving ... entails”是现在分词短语作定语, 修饰“the single most important factor”。

【译文】推进管理所必需的改变的最主要的一个因素是知识型劳动的兴起和流行。

- ③ Under the old model of management, **managers were viewed** as a separate part of the organization's workforce, a mere link between the executives who make the decisions and the laborers who carry out the work.

【注释】这是一个被动句, 其主语是“managers”, 谓语动词是“were viewed”, “under the old model of management”作状语, “who make the decisions”作“the executives”的定语从句, “who carry out the work”是“laborers”的定语从句。

【译文】在旧的管理模式下, 管理人员被看作是所属机构劳工组成中的单独的部分,

仅仅充当决策行政人员和做活的工人之间的纽带。

- ④ **Chaparral has a very different style of management from most steel companies—its culture is nonhierarchical and workers are trusted to produce at high levels without monitoring.**

【注释】本句的主语是“Chaparral”，谓语动词是“has”，破折号后面的部分为前面一句的补充说明。

【译文】Chaparral 采取一个与大多数钢铁公司十分不同的管理模式——其文化是不分等级的，而且工人受到信任，在没有监控的条件下进行高水平的创造。

答案注释

1. 【答案】C

【注释】此题是具体细节题。文章开篇就提到工业时代 (Industrial Age) 的 manger 只是监督(oversee)工人工作的，文章第三段第一句又指出，他是“a mere link between the executives who make the decisions and the laborers who carry out the work” (仅仅充当决策行政人员和做活的工人之间的纽带)，说明他既不是决策者，也不是具体干活的人，基于这些信息，可以排除 A、B、D，确定答案为 C。

2. 【答案】A

【注释】此题是具体细节题。文章第一段第一句提到，工业时代 manager 作为监工的模式已经不适应知识时代 (Knowledge Age) 了，第一段第二句又指出不能转变角色的 manager 人员将落伍，第三段最后一句又指出新模式下的 manager 既是决策者，又是具体干活的人，这些都说明 manager 的角色转变了，所以 A 正确；由第二段第二句和第四段第一句可推断，与过去相比较，知识工人的比例加大了，所以 B 错误；由第六段最后一句可以看出，工人不仅要成为 the users of ideas，还要做 the creators of ideas，所以 C 错误；由文章最后一句话可以看出，新的经济条件下，“monitor”是不受欢迎的，所以 D 不正确；而 A 应为答案。

3. 【答案】D

【注释】此题是词汇题。从第二段第二句中的“and”推断 prevalence 和 rise 应为近义词，从而排除 A、B、C 三个选项，确定 D 为答案。

4. 【答案】B

【注释】此题是推断题。文中第四段引用 pizza worker 的例子只是说明人们对 knowledge worker 的定义见仁见智，不能得出“Pizza workers are all knowledge workers.”的结论，所以 A 错误；文中并没有讲“思考越多，工作越好”，而是说“每个员工都应该创造和使用思想”（第六段最后一句）和“思考是每个人的工作”（最后一段第二句），所以 C 错误；文章最后一句说 Chaparral 的管理模式不同于大多数的公司 (most steel companies)，不等于说没有其他的公司与其使用相同的模式，所以 D 错误；从文章最后一句可推断 B 正确，所以 B 应为答案。

5. 【答案】D

【注释】此题是具体细节题。第四段第一句提到“depending on how you define ‘knowledge worker’”，说明衡量和定义 knowledge worker 的标准不同、因人而异，从第五段第一句可知，根据 Davenport 的定义 financial auditors 是 knowledge workers，可排除 A；