

# Historical English Qualification Test Papers for Ph.D. Candidates and Newly Simulated Ones with Answers and Annotations



第2版

## 最新考博英语

### 真题及模拟试题精解

武汉大学 李应清 编著

考博英语试题

中国的 GRE

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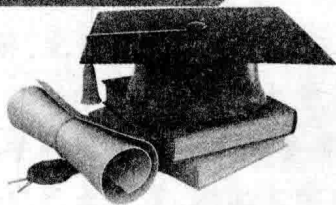
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# 前 言

《最新考博英语真题及模拟试题精解》(第二版)的编写原则是与时俱进,不断创新,以便更好地为广大考生服务。为迎接2017年的考博潮,追踪最新命题趋势,揭示最新命题轨迹,本书收录了2004—2015年武汉大学博士研究生入学考试英语试题和湖北省博士研究生入学考试英语联考试题,并精选了四套模拟试题。每套真题和模拟试题后均附有答案及注解,供广大考生或考博英语辅导班授课教师参考。在精选的四套模拟试题中,前两套的题型与武汉大学2004年以来的博士研究生入学考试英语题型保持一致;后两套的题型与2010年以来湖北省博士研究生入学考试英语联考的新题型保持一致。前两套题的题型是阅读理解、英译汉、汉译英和作文;后两套题的题型是阅读理解、完形填空、英译汉、汉译英、小作文和大作文。该书不仅对参加独立命题的武汉大学、华中科技大学、中国地质大学(武汉)、武汉理工大学和中南财经政法大学的考生有一定的参考价值,而且对参加湖北联考的院校,如华中师范大学、华中农业大学、湖北大学、中南民族大学、武汉科技大学、湖北中医药大学、武汉体育学院、长江大学、三峡大学和武汉工程大学,以及在武汉的部队院校考生也有一定的参考价值。本书还可供国内其他院校的考生参考。该书的编辑、出版和发行工作始终得到湖北科学技术出版社的大力支持,借此机会向有关人员表达诚挚的谢意。

亲爱的考生,考博英语能提高你的语言技能。例如,阅读理解能提高数字推理(numerical reasoning)、语法推理(grammaral reasoning)、语义推理(semantic reasoning)和逻辑推理(logical reasoning)的能力,英译汉、汉译英和作文能提高英汉两种语言的表达能力,提高英语水平无疑有利于你事业的可持续发展。

编者在编写本书的过程中付出了艰辛的努力,但错误和疏漏在所难免,欢迎广大考生提出宝贵意见,以便在未来的版本中及时修订。

编者于武汉大学  
2016年6月

## Preface

*Historical English Qualification Test Papers for Ph. D. Candidates and Newly Simulated Ones with Answers and Annotations* (2016 edition) contains four simulated test papers for Ph. D. candidates. In the first two, there are such question types as Reading Comprehension, English-Chinese Translation, Chinese-English Translation and English Writing. In the last two, the question types range from Reading Comprehension, Cloze, English-Chinese Translation, Chinese-English Translation to English Writing. The first two adapt mainly to Wuhan University; the last two are mainly suitable for the other institutions of higher learning in Hubei Province. In this book, there are twelve qualification test papers for the Ph. D. candidates of Wuhan University and twelve qualification test papers for Ph. D. candidates of other universities in Hubei Province. All these test papers have answers and annotations at the end of them. Undoubtedly, they also function as reference materials for examinees wishing to become Ph. D. candidates of other universities outside Hubei Province.

Dear examinees, the making of a Ph. D. candidate is a test of an individual's self-recognition, social cognition, psychological cognition and linguistic cognition. The wise eye can discern those to their taste from among a sea of reference materials and training courses. I believe that you put your faith in "officially published books rather than unofficially published books", which may be expensive as well as misleading. If you are desirous of purchasing this book but it is not available in your area, you can turn to on-line shopping. A copy is available by typing the Chinese name of this book or the author's name via Taobao. com, Amazon. com, Dangdang. com and Jingdong. com. If this book can play a guiding role in realizing your dream of becoming a Ph. D. candidate, then my toiling and moiling is rewarding. At last, I would like to avail myself of this special opportunity to thank those who have made contributions to the compilation, publication and distribution of this book. If the reading audience have comments, suggestions and even criticisms beneficial to the future editions, they are expected not to hesitate to give them as a token of their concern for my book because I don't want mine to be an overreactive one or an underreactive one but one with a proper response to English qualification test for Ph. D. candidates. If you have any questions related to English training, please dial 18971656159.

The editor from Wuhan University  
June, 2016

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# Practice Examination 1

## Part I Reading Comprehension (40%)

**Directions:** There are 5 reading passages in this part. Each passage is followed by some questions or unfinished statements. For each of them there are four choices marked A, B, C, and D. You should decide on the best choice and mark your answer on the ANSWER SHEET by blackening the corresponding letter in the brackets.

**Questions 1—4 are based on the following passage:**

Seeking a competitive advantage, some professional service firms (for example, firms providing advertising, accounting, or health care services) have considered offering unconditional guarantees of satisfaction. Such guarantees specify what clients can expect and what the firm will do if it fails to fulfill these expectations. Particularly with first-time clients, an unconditional guarantee can be an effective marketing tool if the client is very cautious, the firm's fees are high, the negative consequences of bad service are grave, or business is difficult to obtain through referrals and word-of-mouth.

However, an unconditional guarantee can sometimes hinder marketing efforts. With its implication that failure is possible, the guarantee may, paradoxically, cause clients to doubt the service firm's ability to deliver the promised level of service. It may conflict with a firm's desire to appear sophisticated, or may even suggest that a firm is begging for business. In legal and health care services, it may mislead clients by suggesting that lawsuits or medical procedures will have guaranteed outcomes. Indeed, professional service firms with outstanding reputations and performance to match have little to gain from offering unconditional guarantees. And any firm that implements an unconditional guarantee without undertaking a commensurate commitment to quality of service is merely employing a potentially costly marketing gimmick.

1. The primary function of the passage as a whole is to \_\_\_\_\_.
  - A. account for the popularity of a practice
  - B. evaluate the utility of a practice
  - C. demonstrate how to institute a practice
  - D. weigh the ethics of using a strategy
2. Which of the following is cited in the passage as a goal of some professional service firms in offering unconditional guarantees of satisfaction?
  - A. A limit on the firm's liability.
  - B. Successful competition against other firms.
  - C. Ability to justify fee increases.
  - D. Attainment of an outstanding reputation in a field.
3. The passage's description of the issue raised by unconditional guarantees for health care or legal services most clearly implies that which of the following is true?
  - A. The legal and medical professions have standards of practice that would be violated by

- attempts to fulfill such unconditional guarantees.
- B. The result of a lawsuit or medical procedure cannot necessarily be determined in advance by the professionals handling a client's case.
- C. The dignity of legal and medical professions is undermined by any attempts at marketing of professional services, including unconditional guarantees.
- D. Clients whose lawsuits or medical procedures have unsatisfactory outcomes cannot be adequately compensated by financial settlements alone.
4. The passage most clearly implies which of the following about the professional service firms mentioned in the fifth sentence of the second paragraph?
- A. They are unlikely to have offered unconditional guarantees of satisfaction in the past.
- B. They are usually profitable enough to be able to compensate clients according to the terms of an unconditional guarantee.
- C. They usually practice in fields in which the outcomes are predictable.
- D. Their clients are usually already satisfied with the quality of service that is delivered.

**Questions 5—8 are based on the following passage:**

In a 1918 editorial, W. E. B. Du Bois advised African Americans to stop agitating for equality and to proclaim their solidarity with White Americans for the duration of the First World War. The editorial surprised many African Americans who viewed Du Bois as an uncompromising African American leader and a chief opponent of the accommodationist tactics urged by Booker T. Washington. In fact, however, Du Bois often shifted positions along the continuum between Washington and confrontationists such as William Trotter. In 1895, when Washington called on African Americans to concentrate on improving their communities instead of opposing discrimination and agitating for political rights, Du Bois praised Washington's speech. In 1903, however, Du Bois aligned himself with Trotter, Washington's militant opponent, less for ideological reasons than because Trotter had described to him Washington's efforts to silence those in the African American press who opposed Washington's positions.

Du Bois's wartime position thus reflected not a change in his long-term goals but rather a pragmatic response in the face of social pressures: government officials had threatened African American journalists with censorship if they continued to voice grievances. Furthermore, Du Bois believed that African Americans' contributions to past war efforts had brought them some legal and political advances. Du Bois's accommodationism did not last, however. Upon learning of systematic discrimination experienced by African Americans in the military, he called on them to "return fighting" from the war.

5. The passage is primarily concerned with \_\_\_\_\_.
- A. identifying historical circumstances that led Du Bois to alter his long-term goals
- B. defining "accommodationism" and showing how Du Bois used this strategy to achieve certain goals
- C. accounting for a particular position adopted by Du Bois during the First World War
- D. contesting the view that Du Bois was significantly influenced by either Washington or Trotter

6. The passage suggests which of the following about the contributions of African Americans to the United States war effort during the First World War?
- A. The contributions were made largely in response to Du Bois's 1918 editorial.
  - B. The contributions had much the same effect as African Americans' contributions to previous wars.
  - C. The contributions did not end discrimination against African Americans in the military.
  - D. The contributions were made in protest against Trotter's confrontationist tactics.
7. The author of the passage refers to Washington's call to African Americans in 1895 primarily in order to \_\_\_\_\_.
- A. identify Du Bois's characteristic position on the continuum between accommodationism and confrontationism
  - B. explain why Du Bois was sympathetic with Washington's views in 1895
  - C. clarify how Trotter's views differed from those of Washington in 1895
  - D. support an assertion about Du Bois's tendency to shift his political positions
8. According to the passage, which of the following is true of the strategy that Du Bois's 1918 editorial urged African Americans to adopt during the First World War?
- A. It was a strategy that Du Bois had consistently rejected in the past.
  - B. It represented a compromise between Du Bois's own views and those of Trotter.
  - C. It represented a significant redefinition of the long-term goals Du Bois held during the war.
  - D. It was advocated by Du Bois in part because of his historical knowledge of gains African Americans had made during past wars.

**Questions 9–12 are based on the following passage:**

The fact that superior service can generate a competitive advantage for a company does not mean that every attempt at improving service will create such an advantage. Investments in service, like those in production and distribution, must be balanced against other types of investments on the basis of direct, tangible benefits such as cost reduction and increased revenues. If a company is already effectively on a par with its competitors because it provides service that avoids a damaging reputation and keeps customers from leaving at an unacceptable rate, then investment in higher service levels may be wasted, since service is a deciding factor for customers only in extreme situations.

This truth was not apparent to managers of one regional bank, which failed to improve its competitive position despite its investment in reducing the time a customer had to wait for a teller. The bank managers did not recognize the level of customer inertia in the consumer banking industry that arises from the inconvenience of switching banks. Nor did they analyze their service improvement to determine whether it would attract new customers by producing a new standard of service that would excite customers or by proving difficult for competitors to copy. The only merit of the improvement was that it could easily be described to customers.

9. According to the passage, investments in service are comparable to investments in production and distribution in terms of the \_\_\_\_\_.

- A. tangibility of the benefits that they tend to confer  
B. increased revenues that they ultimately produce  
C. basis on which they need to be weighed  
D. insufficient analysis that managers devote to them
10. The passage suggests which of the following about service provided by the regional bank prior to its investment in enhancing that service?
- A. It enabled the bank to retain customers at an acceptable rate.  
B. It threatened to weaken the bank's competitive position with respect to other regional banks.  
C. It had already been improved after having caused damage to the bank's reputation in the past.  
D. It was slightly superior to that of the bank's regional competitors.
11. The discussion of the regional bank in the second paragraph serves which of the following functions within the passage as a whole?
- A. It describes an exceptional case in which investment in service actually failed to produce a competitive advantage.  
B. It illustrates the pitfalls of choosing to invest in service at a time when investment is needed more urgently in another area.  
C. It demonstrates the kind of analysis that managers apply when they choose one kind of service investment over another.  
D. It provides an example of the point about investment in service made in the first paragraph.
12. The author uses the word "only" in the last line most likely in order to \_\_\_\_\_.
- A. highlight the oddity of the service improvement  
B. emphasize the relatively low value of the investment in service improvement  
C. distinguish the primary attribute of the service improvement from secondary attributes  
D. single out a certain merit of the service improvement from other merits

**Questions 12—16 are based on the following passage:**

In an attempt to improve the overall performance of clerical workers, many companies have introduced computerized performance monitoring and control systems (CPMCS) that record and report a worker's computer-driven activities. However, at least one study has shown that such monitoring may not be having the desired effect. In the study, researchers asked monitored clerical workers and their supervisors how assessments of productivity affected supervisors' ratings of workers' performance. In contrast to unmonitored workers doing the same work, who without exception identified the most important element in their jobs as customer service, the monitored workers and their supervisors all responded that productivity was the critical factor in assigning ratings. This finding suggested that there should have been a strong correlation between a monitored worker's productivity and the overall rating the worker received. However, measures of the relationship between overall rating and individual elements of performance clearly supported the conclusion that supervisors gave considerable weight to criteria such as attendance accuracy, and indications of customer satisfaction.

It is possible that productivity may be a “hygiene factor”; that is, if it is too low, it will hurt the overall rating. But the evidence suggests that beyond the point at which productivity becomes “good enough,” higher productivity per se is unlikely to improve a rating.

13. According to the passage, before the final results of the study were known, which of the following seemed likely?
- A. That workers with the highest productivity would also be the most accurate.
  - B. That workers who initially achieved high productivity ratings would continue to do so consistently.
  - C. That the highest performance ratings would be achieved by workers with the highest productivity.
  - D. That the most productive workers would be those whose supervisors claimed to value productivity.
14. It can be inferred that the author of the passage discusses “unmonitored workers” primarily in order to \_\_\_\_\_.
- A. compare the ratings of these workers with the ratings of monitored workers
  - B. provide an example of a case in which monitoring might be effective
  - C. provide evidence of an inappropriate use of CPMCS
  - D. emphasize the effect that CPMCS may have on workers’ perceptions of their jobs
15. According to the passage, a “hygiene factor” is an aspect of a worker’s performance that \_\_\_\_\_.
- A. has no effect on the rating of a worker’s performance
  - B. is so basic to performance that it is assumed to be adequate for all workers
  - C. is given less importance than it deserves in rating a worker’s performance
  - D. if not likely to affect a worker’s rating unless it is judged to be inadequate
16. The primary purpose of the passage is to \_\_\_\_\_.
- A. explain the need for the introduction of an innovative strategy
  - B. discuss a study of the use of a particular method
  - C. recommend a course of action
  - D. resolve a difference of opinion

**Questions 17—20 are based on the following passage:**

Findings from several studies on corporate mergers and acquisitions during the 1970s and 1980s raise questions about why firms initiate and consummate such transactions. One study showed, for example, that acquiring firms were on average unable to maintain acquired firms’ pre-merger levels of profitability. A second study concluded that post-acquisition gains to most acquiring firms were not adequate to cover the premiums paid to obtain acquired firms. A third demonstrated that, following the announcement of a prospective merger, the stock of the prospective acquiring firm tends to increase in value much less than does that of the firm for which it bids. Yet mergers and acquisitions remain common, and bidders continue to assert that their objectives are economic ones. Acquisitions may well have the desirable effect of channeling a nation’s resources efficiently from less to more efficient sectors of its economy, but the individual acquisitions executives

arranging these deals must see them as advancing either their own or their companies' private economic interests. It seems that factors having little to do with corporate economic interests explain acquisitions. These factors may include the incentive compensation of executives, lack of monitoring by boards of directors, and managerial error in estimating the value of firms targeted for acquisition. Alternatively, the acquisition acts of bidders may derive from modeling: a manager does what other managers do.

17. The findings cited in the passage suggest which of the following about the outcomes of corporate mergers and acquisitions with respect to acquiring firms?
- A. They include a decrease in value of many acquiring firms' stocks.
  - B. They tend to be more beneficial for small firms than for large firms.
  - C. They do not fulfill the professed goals of most acquiring firms.
  - D. They tend to be beneficial to such firms in the long term even though apparently detrimental in the short term.
18. The author of the passage mentions the effect of acquisitions on national economies most probably in order to \_\_\_\_\_.
- A. provide an explanation for the mergers and acquisitions of the 1970s and 1980s overlooked by the findings discussed in the passage
  - B. suggest that national economic interests played an important role in the mergers and acquisitions of the 1970s and 1980s
  - C. support a noneconomic explanation for the mergers and acquisitions of the 1970s and 1980s that was cited earlier in the passage
  - D. cite and point out the inadequacy of one possible explanation for the prevalence of mergers and acquisitions during the 1970s and 1980s
19. According to the passage, during the 1970s and 1980s bidding firms differed from the firms for which they bid in that bidding firms \_\_\_\_\_.
- A. tended to be more profitable before a merger than after a merger
  - B. were more often concerned about the impact of acquisitions on national economies
  - C. were run by managers whose actions were modeled on those of other managers
  - D. experienced less of an increase in stock value when a prospective merger was announced
20. The author of the passage implies that which of the following is a possible partial explanation for acquisition behavior during the 1970s and 1980s?
- A. Managers wished to imitate other managers primarily because they saw how financially beneficial other firms' acquisitions were.
  - B. Managers miscalculated the value of firms that were to be acquired.
  - C. Lack of consensus within boards of directors resulted in their imposing conflicting goals.
  - D. Total compensation packages for managers increased during that period.

## Part II English-Chinese Translation (20%)

**Directions:** Read the following passage, and then translate the underlined parts numbered from 21 to 24, from English into Chinese. Please write your answer on the Answer Sheet.

The price we pay for this salutary change is, no doubt, great. 21. We assemble

thousands of operatives in the factory, and in the mine, of whom the employer can know little or nothing, and to whom he is little better than a myth. All intercourse between them is at an end. Rigid castes are formed, and, as usual, mutual ignorance breeds mutual distrust. Each caste is without sympathy with the other, and ready to credit anything disparaging in regard to it. 22. Under the law of competition, the employer of thousands is forced into the strictest economies, among which the rates paid to labor figure prominently, and often there is friction between the employer and the employed, between capital and labor, between rich and poor. Human society loses homogeneity. 23. The price which society pays for the law of competition, like the price it pays for cheap comforts and luxuries, is also great; but the advantages of this law are also greater still than its cost, for it is to this law that we owe our wonderful material development, which brings improved conditions in its train. But, whether the law be benign or not, we must say of it, as we say of the change in the conditions of men to which we have referred: It is here; we cannot evade it; no substitutes for it have been found; and while the law may be sometimes hard for the individual, it is best for the race, because it insures the survival of the fittest in every department. 24. We accept and welcome, therefore, as conditions to which we must accommodate ourselves, great inequality of environment; the concentration of businesses, industrial and commercial, in the hands of a few; and the law of competition between these, as being not only beneficial, but essential to the future progress of the race.

Having accepted these, it follows that there must be great scope for the exercise of special ability in the merchant and in the manufacturer who has to conduct affairs upon a great scale. That this talent for organization and management is rare among men is proved by the fact that it invariably secures enormous rewards for its possessor, no matter where or under what laws or conditions. The experienced in affairs always rate the man whose services can be obtained as a partner as not only the first consideration, but such as render the question of his capital scarcely worth considering; for able men soon create capital; in the hands of those without the special talent required, capital soon takes wings. Such men become interested in firms or corporations using millions; and, estimating only simple interest to be made upon the capital invested, it is inevitable that their income must exceed their expenditure and that they must, therefore, accumulate wealth. Nor is there any middle ground which such men can occupy, because the great manufacturing or commercial concern which does not earn at least interest upon its capital soon becomes bankrupt. It must either go forward or fall behind; to stand still is impossible. It is a condition essential to its successful operation that it should be thus far profitable, and even that, in addition to interest on capital, it should make profit. It is a law, as certain as any of the others named, that men possessed of this peculiar talent for affairs, under the free play of economic forces must, of necessity, soon be in receipt of more revenue than can be judiciously expended upon them selves; and this law is as beneficial for the race as the others.

### Part III Chinese-English Translation(20 分)

**Directions:** Translate the following paragraphs from Chinese into English. Please write your

answer on the ANSWER SHEET.

研究报告被视为正式的专业资料,因此,不强调文体的生动性。当然,不会有人反对赏心悦目的作品。专业文章的基本目的是准确、明晰和完整。任何研究报告的初稿必须经历编辑过程,以保证所有的数据准确无误,所有设备一一列举,所有的研究结果得到比较详尽的表述。为了方便读者,至少应使用标题表明试题的各大部分,资料的撰写应加上适当的标题。标题除了起到向读者提示各个章节内容这一作用以外,还可以使文章看上去更像一份符合规格的正式报告,并且还表明,该报告是按照逻辑步骤有条不紊地写成的,因而在一定的程度上会增强作者的可信度。此外,使用标题还可避免文章各部分之间通常所需的承上启下的词语。

研究资料时,应该适当地强调项目的主要方面。对于不同的读者来说,不同方面的重要程度不一样。因此,必须考虑到,研究报告的格式应随读者的不同而不同。例如,管理人员最关心研究项目的结果,所以就应该强调结果部分,可以将它紧接在问题部分之后和过程部分之前写出来。其他研究人员会对过程部分最感兴趣,因此在就有关研究项目撰文供专业刊物刊登或供专业会议上发表时,则,则应突出这一部分。对于非专业方面的读者和联邦机构来说,最关心的是研究成果的价值、应用等问题,所以重点应放在报告的讨论部分。

## Part IV Short Essay Writing (20 分)

**Directions:** Plan and write an essay of about 200 words in which you develop your points of view on the issue given below. Give a title to your essay and support your position with reasoning and examples. Please write your essay on the ANSWER SHEET.

Nowadays, more and more campus queens of some colleges and universities appear on the Internet. What do you think of this phenomenon? If you appreciate the images of those campus queens, give your reasons and vice versa.

# Practice Examination 1 答案与注解

## Part I Reading Comprehension

1. 答案是 B。整篇短文的作用是评价一种惯常做法的效用。第一段指出了提供保单的商业惯例并列举了无条件保单也许会成为恰当营销工具的若干情况。第二段以 However 开头,暗示事与愿违。总起来讲,本文指出一种商业惯例的优点和缺点。

2. 答案是 B。本文引用哪个选项,把它视为专业服务公司提供无条件保单的目标?成功地与其他公司竞争。第一段首句指明了一些公司想要提供无条件保单的原因:寻求竞争优势。一些公司提供保单是为了与不提供保单的公司进行有效的竞争。

3. 答案是 B。短文对保健和法律服务引起的问题进行了描述,这显然暗示以下哪种陈述是正确的?处理客户投诉的的专业人员不一定能事先决定诉讼或医疗程序的结果。根据第二段第四句,在法律和保健服务中,无条件的保单会误导客户,暗示诉讼或医疗程序会产生有保障的结果。据此推断,法律工作者和医务工作者不能保证他们工作的结果。

4. 答案是 D。这篇短文最后一段第五句清楚地暗示专业服务公司哪种情况?通常情况下,客户已经对服务公司提供的服务感到满意。根据第二段第五句,有很突出声誉和业绩的专业服务公司从提供无条件的保单中收效甚微。如果服务公司的声誉和业绩都很突出,那么客户就很可能对它们的服务质量很满意,此类保单很有可能产生不了竞争优势。

5. 答案是 C。短文主要解释杜波依斯在第一次世界大战期间所采取的一种特殊立场。短文开头说,美国黑人对杜波依斯 1918 年所采取的政治立场感到吃惊,其妥协的立场出乎意料。第一段第三句说,杜波依斯经常变换立场,杜波依斯 1918 年的立场注重实际,因为它对社会压力作出反应。第二段倒数第二句说,然而杜波依斯的妥协立场没有持续下去,一听到美国黑人在军队中的待遇,就回到更加对抗的立场。

6. 答案是 B。就美国黑人对美国战时的努力所作的贡献而言,短文暗示以下哪种观点?美国黑人的贡献未能结束他们在军队中受到的歧视。根据第二段最后一句,第一次世界大战时,美国黑人在军队中遭受有意识的歧视。

7. 答案是 C。短文作者提到华盛顿于 1895 年向美国黑人发出的号召,主要是为了证实有关杜波依斯往往改变政治立场的断言。为了说明这一点,第一段第四句和第五句表明,杜波依斯赞扬华盛顿 1895 年为美国黑人所作的演讲,但是,到了 1903 年杜波依斯与华盛顿最强劲的对手结盟。这就证明杜波依斯经常改变立场。

8. 答案是 D。根据短文,以下哪种陈述符合杜波依斯 1918 年的社论号召美国黑人在第一次世界大战时期所采取的策略?杜波依斯采取该策略,部分原因在于他从历史上了解到美国黑人在过去战争中所获得的益处。根据第二段倒数第三句,杜波依斯认为,美国黑人对过去战争的努力所作的贡献使他们在法律和政治方面取得进展。

9. 答案是 C。根据短文,就需要考虑的投资的依据而言,服务投资应该与生产投资和销售投资相当。第一段第二句说,就直接的和实际的效益(减少成本和和提高收入)而言,服务投资类似于生产投资和销售投资,它们一定要跟其他类型的投资保持平衡。

11. 答案是 D。第二段讨论区域银行,它在全文中起什么作用?第二段举例说明第一段提到的服务投资的要点。第一段就改善服务的投资进行了概括。在某些情况下,改善服务并没有带来公司所期望的竞争优势。第二段用银行作例证说明要点。

12. 答案是 B。作者在全文最后一句用 only 很可能是为了强调投资改善服务具有较低的价值。第二段最后一句说,改善服务的唯一优点是它能够轻而易举地展示给客户。这就说明,改善服务的好处是有限的。

13. 答案是 C。根据短文,在了解最终的研究结果之前,以下哪种陈述似乎是可能的?生产率最高的工人会获得级别最高的业绩评价。根据第一段第五句,被监管工人的生产率和他获得的总体评价之间本应该有一种很强的关联性。

14. 答案是 D。根据短文可以推断,作者讨论“不受监管的工人”主要是为了强调电脑化业绩监控系统可能影响工人们对自己工作的感觉。根据第一段第四句,不受监管的工人认为他们的工作提供客户服务,受监管的工人认为他们的工作是提高生产率。由此可以推断,电脑化业绩监控系统可能影响工人门对自己工作的看法。

15. 答案是 D。根据短文,“卫生因素”是工人业绩的一个方面,它不可能影响工人的评价,除非它被认为不合格。最后一段指出,生产率有可能是“卫生因素”,也就是说,如果生产率太低,它就会损害总体评价。但有证据表明,生产率提高到一定的限度,较高的生产率本身不会改善评价。

16. 答案是 B。短文的主要目的是探讨运用一种特殊的方法。文章首段介绍一种记录工人们活动的方法,即 CPMS(强调电脑化业绩监控系统),第二段指出这项研究的结果。

17. 答案是 C。就收购公司的合并和收购的结果而言,短文引用的结果暗示了以下哪种观点?它们没有实现大多数收购公司公开承认的目标。短文开头引用的三项研究表明收购和合并往往有害于收购公司的经济目标。然而本文还表明投标公司继续声明它们的目标是经济目标(见本文第五句),暗示收购其他公司并未实现这些公司的目标。

18. 答案是 D。本文作者提到收购对民族经济的影响很可能是为了引证和指出,在 20 世纪 70 和 80 年代收购和合并公司非常盛行,一个可能的解释有其不足之处。从第六句至第八句可以看出,尽管收购公司对民族经济有良好的影响,但经济利益以外的一些因素,如激励性地补偿管理人员以及董事会监管不力,会驱使管理人员合并和收购公司。

19. 答案是 D。根据短文,20 世纪 70 和 80 年代的投标公司跟它们通过投标获得的公司不同,因为在预期合并的公告发出以后,投标公司的股价没有多大增长。第四句说,第三项研究表明,在宣布预期的合并以后,预期收购的公司的股价比它通过投标得来的公司的股价要低。

20. 答案是 B。本文作者暗示,以下哪种陈述可以部分说明 20 世纪 70 和 80 年代的收购行为? 管理人员错误估计即将被收购公司的价值。managerial error in estimating the value of firms targeted for acquisition 是答案的依据。

## Part II English-Chinese Translation

21. 我们让成千上万工人聚集在工厂和矿山,雇主对他们知之甚少甚至是一无所知。对工人们来说,雇主并非奇人。工人和雇主的交流走到尽头。严格的等级制度形成了,一如既往的的隔阂导致彼此的猜疑。

22. 在现行的竞争法则之下,拥有成千上万工人的雇主被迫采取一些极为严厉的节约措施。在这些措施中,付给工人的报酬首当其冲。因此,雇主和雇员、劳方和支方、穷人和富人往往会产生摩擦。

23. 社会为这个法则付出的代价像它为廉价的舒适品和奢侈品付出的代价一样高昂。但这个法则的好处胜过它的代价,因为正是这个法则,我们才取得了了不起的物质进步,其