2021年全国硕士研究生入学统一考试

英语（二）真题

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 the **ANSWER SHEET**. (10 points)

It's not difficult to set targets for staff. It is much harder ___1___ to understand their negative consequences. Most work-related behaviors have multiple components ___2___ one and the others become distorted.

Travel on a London bus and you'll ___3___ see how this works with drivers. Watch people get on and show their tickets. Are they carefully inspected? Never. Do people get on without paying? Of course! Are there inspectors to ___4___ that people have paid? Possibly, but very few. And people who run for the bus? They are ___5___: How about jumping lights? Buses do so almost as frequently as cyclists.

Why? Because the target is ___6___ People complained that buses were late and infrequent ___7___, the number of buses and bus lanes were increased, and drivers were ___8___ or punished according to the time they took. And drivers hit these targets. But they ___9___ hit cyclists. If the target was changed to ___10___ you would have more inspectors and more sensitive pricing. If the

criteria on changed to safety, you would get more____11____drivers who obeyed traffic laws. But both these criteria would be at the expense of time.

There is another____12____: people became immensely inventive in hitting targets. Have you____13____that you can leave on a flight an hour late but still arrive on time? Tailwinds? Of course not! Airlines have simply changed the time a____14____is meant to take. A one-hour flight is now ballad as a two-hour flight.

The____15____of the story is simple. Most jobs are multidimensional, with multiple criteria. Choose one criterion and you may well 16 others. Everything can be done faster and made cheaper, but there is a____17____. Setting targets can and does have unforeseen negative consequences.

This is not an argument against target-setting. But it is an argument for exploring consequences first. All good targets should have multiple criteria____18____critical factors such as time, money, quality and customer feedback. The trick is not only to____19____

1. [A] therefore	[B] again	[C] moreover	[D] however
2. [A] identify	[B] assess	[C] emphasize	[D] explain
3. [A] curiously	[B] quickly	[C] eagerly	[D] nearly
4. [A] check	[B] prove	[C] recall	[D] claim
5. [A] threatened	[B] mocked	[C] i nored	[D] blamed
6. [A] hospitality	[B] competition	[C] punctualit	[D] innovation
7. [A] Yet	[B] Beside	[C] Still	[D] So
8. [A] rewarded	[B] trained	[C] grouped	[D] hired
9. [A] rather	[B] also	[C] suspicious	[D] only
10. [A] comfort	[B] efficiency	[C] security	[D] revenue
11. [A] cautious	[B] quiet	[C] set aside	[D] friendly
12. [A] purpose	[B] re udice	[C] policy	[D] problem
13. [A] revealed	[B] noticed	[C] admitted	[D] reported
14. [A] break	[B] departure	[C] transfer	[D] tri
15. [A] moral	[B] background	[C] style	[D] form
16. [A] sacrifice	[B] criticize	[C] tolerate	[D] interpret
17. [A] secret	[B] cost	[C] product	[D] task
18. [A] relating to	[B] calling for	[C] accounting for	[D]leading to
19. [A] predict	[B] restore	[C] specify	[D] create
20. [A] review	[B] achieve	[C] present	[D] modify

Section II Reading Comprehension

A an urgent demand for new job skills

B an increase in full-time employment

C a steady growth of job opportunities

D a controversy about the " core skills"

22. AT&T is cited to show_____.

A the characteristics of reskilling programs

B the importance of staff appraisal standards

C an immediate need for government support

D an alternative to the fire-and-hire strategy

23.Efforts to resolve the skills mismatch in Canada_____.

A have appeared to be insufficient

B have driven up labour costs

C have proved to be inconsistent

D have met with fierce opposition

24. We can learn from Paragraph 3 that there was_____.

A a sign of economic recovery

B a call for policy adjustment

C a change in hiring practices

D a lack of medical workers

25. Scandinavian Airlines decided to _____.

A create jobs vacancies for the unemployed

B. retrain their cabin staff for better services

C prepare their laid-off workers for other jobs

D finance their staff's cpllege education

Text2

With the global population predicted to hit close to 10 billion by 2050, and forecasts that agricultural production in, some regions will need to nearly double to keep pace, food security is increasingly making headlines. In the UK, it has become a big talking point recently too, for rather particular reason: Brexit.

Brexit is seen by some as an opportunity to reverse a recent trend towards the UK importing

food. The country produces only about 60 percent of the food it eats, down from almost three-quarters in the late 1980s. A move back to self-sufficiency, the argument goes, would boost the farming industry, political sovereignty and even the nation’s health. Sounds great—but bow feasible is this vision?

According to a report on UK food production from the University of Leeds, UK, 85 per cent of the country's total land area is associated with meat and dairy production. That supplies 80 per cent of what is consumed, so even covering the whole country in livestock farms wouldn't allow us to cover all our meat and dairy needs.

There are many caveats to those figures, but they are still grave. To become much more self-sufficient, the UK would need to drastically reduce its consumption of animal foods, and probably also farm more intensively—meaning fewer green fields, and more factory-style production.

But switching to a mainly plant-based diet wouldn't help. There is a good reason why the UK is dominated by animal husbandry: most of its terrain doesn't have the right soil or climate to grow crops on a commercial basis. Just 25 percent of the county's land is suitable for crop-growing, most of which is already occupied by arable fields. Even if we converted all the suitable land to fields of fruit and veg—which would involve taking out all the nature reserves and removing thousands of people from their homes—we would achieve only a 30 percent boost in crop production.

Just 23 percent of the fruit and vegetables consumed in the UK are currently home-grown, so even with the most extreme measures we could meet only 30 percent of our fresh produce needs. That is before we look for the space to grow the grains, sugars, seeds and oils that provide us with the vast bulk of our current calorie intake.

26.Some people argue that food self-sufficient in UK would_____.

A be hindered by its population ground

B become a priority of government

C pose a challenge to its farming industry

D contribute to the nation's well-being

27.The report by the university of Leeds shows that in the UK_____.

A farmland has been inefficiently utilized

B factory-style production needs reforming

C most land is used for meat and dairy production

D more green fields will be converted for farming

28.Crop-growing in the UK is restricted due to_____.

A its farming technology

B its dietary tradition

C its natural conditions

D its commercial interests

29.It can be learned from the last paragraph that British people_____.

A rely largely on imports for fresh produce

B enjoy a steady rise in fruit consumption

C are seeking effective ways to cut caloorie intake

D are trying to grow new varieties of grains

30.The author's attitude to food self-sufficient in the UK is_____.

A defensive

B doubtful

C tolerant

D optimistic

Text 3

When Microsoft bought task management app Wunderlist and mobile calendar Sunrise in2015, it picked up two newcomers that were attracting considerable buzz in Silicon Valley. Microsoft's own Office dominates the market for "productivity" software, but the start-ups represented a new wave of technology designed from the ground up for the smartphone world.

Both apps, however, were later scrapped after Microsoft said it had used their best features in its own products. Their teams of engineers stayed on, making them two of the many acquirers" that the biggest companies have used to feed their insatiable hunger for tech talent.

To Microsoft's critics, the fates of Wunderlist and Sunrise are examples of a remorseless drive by Big Tech to chew up any innovative companies that lie in their path. "They bought the seedlings and closed them down," complained Paul Arnold, a partner at San Francisco-based

Switch Ventures, putting paid to businesses that might one day turn into competitors. Microsoft declined to comment.

Like other start-up investors, Mr Arnold’s own business often depends on selling start-ups to larger tech companies, though he admits to mixed feelings about the result: “I think these things are good for me, if I put my selfish hat on. But are they good for the American economy? I don't know”

The US Federal Trade Commission says it wants to find the answer to that question. This week, it asked the five most valuable US tech companies for information about their many small acquisitions over the past decade. Although only a research project at this stage, the request has raised the prospect of regulators wading into early-stage tech markets that until now have been beyond their reach.

Given their combined market value of more than 5.5tn dollars, rifling through such small deals -many of them much less prominent than Wunderlist and Sunrise might seem beside the point. Between them, the five companies (Apple, Microsoft, Google, Amazon and Facebook) have spent an average of only 3.4bn dollars a year on sub-1bn dollars acquisitions over the past five years a drop in the ocean compared with their massive financial reserves, and the more than$130bn of venture capital that was invested in the US last year.

However, critics say that the big companies use such deals to buy their most threatening potential competitors before their businesses have a chance to gain momentum, in some cases as part of a “buy and kill” tactic to simply close them down.

The phenomenon is not new. Ram Shriram, an early investor in both Google and Amazon, said that the tactic had played a part in the deals that 'shaped the database software market in the1980s. However, speaking at a Department of Justice workshop at Stanford University this week, he claimed that such tactics were not used by big tech companies today.

Others dispute that view, Mark Lemley, a professor at Stanford Law School, called it "patently false", based on the recent pattern of acquisitions “We see Google and Facebook buying up hundreds of businesses and very often shutting them down,” he said.

While the five biggest companies have come under the FTC’s microscope, companies in all corners of the tech market frequently buy up their most innovative potential competitors at an early stage. Five years ago, for instance, Salesforce raised eyebrows when it paid $390m for

RelateIQ, a start-up whose technology was seen as leapfrogging Salesforce itself.

According to Susan Woodward, an economist at Sand Hill Econometrics, Cisco has been the most active buyer of all. Referring to the criticism that companies use such tactics to clear competition out of their core markets, she said “Are there kill zones’ around Cisco too? There's a lot to study here.”

Chuck Robbins, the networking company’s chief executive flatly denied the suggestion. He pointed to buyers that have built large businesses in Cisco's shadow, including Juniper and Anista, and added: “We’ve never had a strategy to buy companies just to quell competition.”

Even if big tech companies use their buying power to take out competitors, it has not ended their symbiosis with venture capital investors. Last year saw record levels of start-up financing in the US and Europe, said Ms Woodward. “It tells you that the aggregate level of venture capital is not collapsing because of the ‘kill zones’.”

How the FTC will try to use the information it collects on small tech acquisitions to boost competition is unclear. The regulators will not be able to unwind past deals, according to star up investors, because businesses like these are quickly absorbed into a company's operations, even when they are not shut down.

Another possibility is that the agency will use what it learns to intervene more actively in future deals. “For dominant players, you could start with a higher standard,” said Prof Lemley, putting more on big companies to prove they are not acting in an anti-competitive way when mopping up small rivals.

Such intervention is not welcomed by investors.

“It could slow down M& A both in number of deals and the speed of a deal," said Matt Mcllwain, a partner at Seattle-based Madrona Venture Group. Given the high risks in buying start-ups, he added, big companies performed an important function in taking "the risk to buy, invest in, integrate and hopefully make successful someday smaller companies"

Christine Tsai, head of 500 Startups, a seed-stage investor, added that start-up founders had many good reasons for sling to a larger company, from a “fire sale” of businesses that are foundering. to finding ways to accelerate the growth of their businesses.

31.What is true about Wunderlist and Sunrise after their acquisitions?

A Their market values declined

C Their tech features improved

D Their products were re-priced

32. Microsoft's critics believe that the big tech companies tend to _____.

A exaggerate their product quality

B treat new tech talent unfairly

37. In Ambaby's study, raing accuracy dropped when participants____.

A. ave the ratin in limited time

B. focused on specific details

C. watched shorter video clips

D. discussed with one another

38. Judith Hall mentions driving to mention that____.

A. memonry can be selective

B. reflection can be distracting

C. social skills must be cultivated

D. deception is difficult to detect

39. When you are making complex decisions, it is advisable to___.

A. follow your fellings

B. list your prefernces

C. seek expert advice

D. collect enough data

40.What can we learn from the last paragraph?

A Generating new products takes time

B Intuition may affect reflective tasks

C Vocabulary comprehension needs creativity

D Objective thinking may boost intuitiveness

Part B

Directions:

Read the following text and answer the questions by choosing the most suitable subheading from the list A-G for each of the numbered paragraphs (41-45). There are two extra subheadings which you do not need to use. Mark your answers on the ANSWER SHEET. (10 points)

A. Stay calm

B. Stay humble

C. Don't make judgments

D. Be realistic about the risks

E. Decide whether to wait

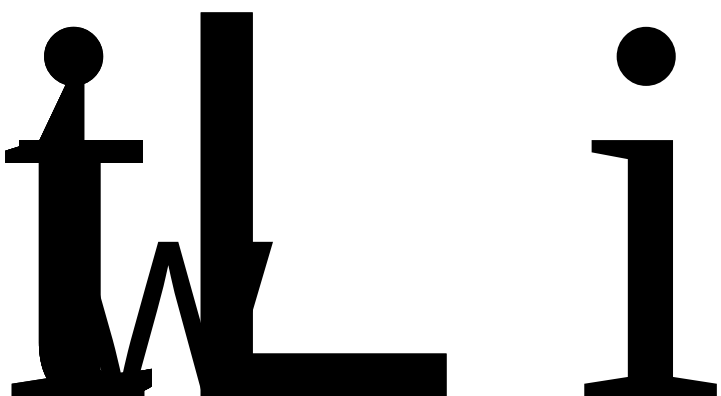
F. Ask permission to disagree

G. Identify a shared goal

Your boss proposes a new initiative you think won't work. Your senior colleague outlines a project timeline you think is unrealistic.What do you say when you disagree with someone who has more power than you do? How do you decide whether it's ,worth speaking up? And if you do, what exactly should you say?

42._____

Before you share your thoughts, think about what the powerful person cares about —it may be the credibility of their team or getting a project done on ti



1. D

It's not difficult. It is much harder.

D

2. C

_____

C

3. B

_____

B

4. A

5. D

_____ ?

jumping lights

D

6. C

“ ”

“ ” C

7. B

“ ” “

...” B

8. A

or “punished ”

“rewarded ” A

9. B

But

hit+ also, B

10. D

“ ” “ ”

D

11. A

“ ”

“ ” “ ” “cautious”“ ” A

12. D

another Why

D

13. B

“ 1 ”

B

14. D

” that

time “ ”

D

15. D

D

16. A

A

17. B

“ ”

B

18. C

“

”

C

19. C

“ ”

C( )

20. B

“ ... ____ ”

“ ” B

21. A

World Economic forum ”...finds that on average 42 percent of the ‘core skills’ within job roles will change...”

”...where the jobs in demand will change rapidly, as will the requirements of the jobs....”

“ ”

22. D

AT&T “AT&T...decide to do a massive reskilling program rather thango with a fire-and-hire strategy.” “let of of workers...and replace them..... That does not always happen”. “ ”

D

23. A

efforts in Canada… arguably languid at best

A “ ”

24. D

clear shortages of doctor D“

”

25. B

Scandinavian Airlines decide to

“Scandinavian Airlines decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff” “

”

B

26. D

“A move back to self-sufficiency, ..., would boost the farming industry, political sovereignty and even the nation’s health.”

D nation’s well-being

27. C

report by the University of Leeds “85 percent of the country’s total land area is associated with meat and dairy production”, C

28. C

crop-growing “Just 25 percent of the country’s land is suitable for crop-growing...” 25% ...

C

29. A

“ 23%

30% ”

A

30. D

30%

“That is before we look for the space to grow...” “ ” “ ”

31. B

Wunderlist and Sunrise their teams of engineers stayed on B ,stay on retain

32. C

Microsoft's critics big tech to chew up any innovative companies… C eliminate chew up

33. D

Paul Arnold “I think these things are good for me, if I out my selfish hat on. But are they good for the American economy? I don’t know”

Arnold D

34. D

The US Federal Trade Commission “The US Federal Trade Commission says it wants to find the answer to that question. This week, it asked the five most valuable US tech companies for information about their many small acquisitions over the past decade.” “

5 10 ”

D

35. B

the five biggest tech companies “the five companies…have spent an average of only $3.4 bn a year on sub-$1 bn acquisitions over the past five years——a drop in the ocean compared with their massive financial reserves, and the more than $130 bn of venture capital that was invested in the US last year” “ 5 5

34 10 ——

1300 ”

B

36. C

“Nalini Ambaby” “thin slicing”“ ” “10 second video clips”“10 ” “first impression”, C

37. B

“Ambady suspected that deliberation focused on vivid but misleading cues, such as certain gestures of utterances, rather than letting the complex interplay of subtle signal form a holistic impression.” “

” “ ” “

” B

38. B

Judith Hall driving

we 're better at detecting... from thin slices when we rely on intuition instead of reflection ……

“ ”

B

39. A

“And people made... when asked to focus on their feelings rather than on details but only if the decision was complex” “ ” A

40. B

“Use of their gut hurt their performance on the first four tasks, as expected, and helped them on the rest” “ ” B

41. E

you may decide it's best to hold off on voicing your opinion

It's also a good ideá to delay the conversation

delay hold on delay

“Decide whether to wait”

42. G

“ ‘ ’ ” “a shared goal”

“ ”

43. F

I have reasons to think that won’t work. disagreement

44. A

“to remain neutral” “deep breath” “talk in even tone”

“ ” “feel panicky” “ ”

45. B

understate your confidence “

” “ ”

46.

____

____

47.

Dear Jack,

To avoid the spread of novel coronavirus, I am going to hold an online meeting instead of the traditional method , and you, as an outstanding international student, I cordially invite you to give an online lecture to us at our university.

I believe that the students will not only learn from you, but also be inspired by your extensive knowledge. I hope that you will be available for a lecture at 10:00 a.m. this Saturday in our Internet space. You will be welcome to participate fully in the activities of the conference, where 45 minutes is allocated for your lecture and 15 minutes for the Question-and-Answer session.

I hope you are interested in this online meeting. We all look forward to seeing you at this online meeting. Your acceptance of this invitation will be greatly appreciated.

Yours sincerely,

Li Ming

48.

From the information given in the chart, we can see the survey on the methods of workout among citizens in certain city. It can be seen that physical excise alone dominates the most by occupying the 54.3%, next to which is workout with friends at about 47.7%. And 23.9% and

15.8% are attributed to exercises with family and group activities.

There are two primary reasons behind this. On one hand, it is strongly convinced that that is mainly due to the fact that people growingly attach importance to physical health by doing some outdoor exercises, especially when we are all faced with the Covid-19 all over the world and universal sub-health situation. On the other hand, due to the burdensome workload and overwhelming social requirements, it is more common for people to enjoy the carefree time.

Taking all analysis above, we can draw a conclusion that this phenomenon is attributed to the contemporary health condition among people and nowadays social needs. And it is advisable for us to promote health with friends and family to forge closer bound.