

## 2021 年全国硕士研究生入学统一考试英语 (二) 试题

## 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 criterion 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 billed 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\_\_ just one or even two dimensions of the objective, but also to understand how to help people better \_\_20\_\_ the objective.

- |                    |                 |                 |                    |
|--------------------|-----------------|-----------------|--------------------|
| 1. [A] therefore   | [B] however     | [C] again       | [D] moreover       |
| 2. [A] Emphasize   | [B] Identify    | [C] Assess      | [D] Explain        |
| 3. [A] nearly      | [B] curiously   | [C] eagerly     | [D] quickly        |
| 4. [A] claim       | [B] prove       | [C] check       | [D] recall         |
| 5. [A] threatened  | [B] ignored     | [C] mocked      | [D] blamed         |
| 6. [A] punctuality | [B] hospitality | [C] competition | [D] innovation     |
| 7. [A] Yes         | [B] So          | [C] Besides     | [D] Still          |
| 8. [A] hired       | [B] trained     | [C] rewarded    | [D] grouped        |
| 9. [A] only        | [B] rather      | [C] once        | [D] also           |
| 10. [A] comfort    | [B] revenue     | [C] efficiency  | [D] security       |
| 11. [A] friendly   | [B] quiet       | [C] cautious    | [D] diligent       |
| 12. [A] purpose    | [B] problem     | [C] prejudice   | [D] policy         |
| 13. [A] reported   | [B] revealed    | [C] admitted    | [D] noticed        |
| 14. [A] break      | [B] trip        | [C] departure   | [D] transfer       |
| 15. [A] moral      | [B] background  | [C] style       | [D] form           |
| 16. [A] interpret  | [B] criticize   | [C] sacrifice   | [D] tolerate       |
| 17. [A] task       | [B] secret      | [C] product     | [D] cost           |
| 18. [A] leading to | [B] calling for | [C] relating to | [D] accounting for |
| 19. [A] specify    | [B] predict     | [C] restore     | [D] create         |
| 20. [A] modify     | [B] review      | [C] present     | [D] achieve        |

## Section II Reading Comprehension

### Part A

#### Directions:

Read the following four texts. Answer the questions after each text by choosing A, B, C or D.

Mark your answers on the ANSWER SHEET. (40 points)

### Text 1

“Reskilling” is something that sounds like a buzzword but is actually a requirement if we plan to have a future in which a lot of would-be workers do not get left behind. We know we are moving into a period where the jobs in demand will change rapidly, as will the requirements of the jobs that remain. Research by the World Economic Forum finds that on average 42 per cent of the “core skills” within job roles will change by 2022. That is a very short timeline.

The question of who should pay for reskilling is a thorny one. For individual companies, the temptation is always to let go of workers whose skills are no longer in demand and replace them with those whose skills are. That does not always happen. AT&T is often given as the gold standard of a company that decided to do a massive reskilling program rather than go with a fire-and-hire strategy. Other companies had also pledged to create their own plans. When the skills mismatch is in the broader economy, though, the focus usually turns to government to handle. Efforts in Canada and elsewhere have been arguably languid at best, and have given us a situation where we frequently hear of employers begging for workers, even at times and in regions where unemployment is high.

With the pandemic, unemployment is very high indeed. In February, at 3.5 per cent and 5.5 per cent respectively, unemployment rates in Canada and the United States were at generational lows and worker shortages were everywhere. As of May, those rates had spiked up to 13.3 per cent and 13.7 per cent, and although many worker shortages had disappeared, not all had done so. In the medical field, to take an obvious example, the pandemic meant that there were still clear shortages of doctors, nurses and other medical personnel.

Of course, it is not like you can take an unemployed waiter and train him to be a doctor in a few weeks. But even if you cannot close that gap, maybe you can close others, and doing so would be to the benefit of all concerned. That seems to be the case in Sweden: when forced to furlough 90 per cent of their cabin staff, Scandinavian Airline decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff. The effort was a collective one and involved other companies as well as a Swedish university.

21. Research by the World Economic Forum suggests\_\_\_\_\_.

- A. an increase in full-time employment
- B. an urgent demand for new job skills
- C. a steady growth of job opportunities
- D. a controversy about the “core skills”

22. AT&T is cited to show\_\_\_\_\_.

- A. an alternative to the fire-and-hire strategy
- B. an immediate need for government support
- C. the importance of staff appraisal standards
- D. the characteristics of reskilling programs

23. Efforts to resolve the skills mismatch in Canada\_\_\_\_\_.

- A. have driven up labour costs
- B. have proved to be inconsistent
- C. have met with fierce opposition
- D. have appeared to be insufficient

24. We can learn from Paragraph 3 that there was\_\_\_\_\_.

- A. a call for policy adjustment
- B. a change in hiring practices
- C. a lack of medical workers
- D. a sign of economic recovery

25. Scandinavian Airlines decided to\_\_\_\_\_.

- A. create job vacancies for the unemployed
- B. prepare their laid-off workers for other jobs
- C. retrain their cabin staff for better services
- D. finance their staff’s college education

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 a 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 per cent 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 how 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 per cent of the country'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 per cent boost in crop production.

Just 23 per cent 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 per cent 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-sufficiency in the UK would\_\_\_\_\_.

- A. be hindered by its population growth
- B. contribute to the nation's well-being
- C. become a priority of the government
- D. pose a challenge to its farming industry

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 calorie intake
- D. are trying to grow new varieties of grains

30. The author's attitude to food self-efficiency 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 in 2015, it picked 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 "acqui-hires" that the biggest companies have used to feed their great 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 an end 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 U.S. Federal Trade Commission says it wants to find the answer to that question. This week, it asked the five most valuable U.S. 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 \$5.5 trillion, rifling through such small deals—many of them much less prominent than Wunderlist and Sunrise—might seem beside the point. Between them, the five biggest tech companies have spent an average of only \$3.4 billion a year on sub-\$1 billion acquisitions over past five years—a drop in the ocean compared with their massive financial reserves, and the more than \$130 billion of venture capital that was invested in the U.S. last year.

However, critics say 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.

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

- A. Their engineers were retained.
- B. 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. eliminate their potential competitors
- C. treat new tech talent unfairly
- D. ignore public opinions

33. Paul Arnold is concerned that small acquisitions might\_\_\_\_\_.

- A. weaken big tech companies
- B. worsen market competition
- C. harm the national economy
- D. discourage start-up investors

34. The U.S. Federal Trade Commission intends to\_\_\_\_\_.

- A. limit Big Tech’s expansion
- B. encourage research collaboration
- C. examine small acquisitions
- D. supervise start-ups’ operations

35. For the five biggest tech companies, their small acquisitions have\_\_\_\_\_.

- A. brought little financial pressure
- B. raised few management challenges
- C. set an example for future deals
- D. generated considerable profits

#### Text 4

We're fairly good at judging people based on first impressions, thin slices of experience ranging from a glimpse of a photo to a five-minute interaction, and deliberation can be not only extraneous but intrusive. In one study of the ability she called "thin slicing", the late psychologist Nalini Ambady asked participants to watch silent 10-second video clips of professors and to rate the instructor's overall effectiveness. Their ratings correlated strongly with students' end-of-semester ratings. Another set of participants had to count backward from 1,000 by nines as they watched the clips, occupying their conscious working memory. Their ratings were just as accurate, demonstrating the intuitive nature of the social processing.

Critically, another group was asked to spend a minute writing down reasons for their judgment, before giving the rating. Accuracy dropped dramatically. Ambady suspected that deliberation focused them on vivid but misleading cues, such as certain gestures or utterances, rather than letting the complex interplay of subtle signals form a holistic impression. She found similar interference when participants watched 15-second clips of pairs of people and judged whether they were strangers, friends, or dating partners.

Other research shows we're better at detecting deception from thin slices when we rely on intuition instead of reflection. "It's as if you're driving a stick shift," says Judith Hall, a psychologist at Northeastern University, "and if you start thinking about it too much, you can't remember what you're doing. But if you go on automatic pilot, you're fine. Much of our social life is like that."

Thinking too much can also harm our ability to form preferences. College students' ratings of strawberry jams and college courses aligned better with experts' opinions when the students weren't asked to analyze their rationale. And people made car-buying decisions that were both objectively better and more personally satisfying when asked to focus on their feelings rather than

on details, but only if the decision was complex—when they had a lot of information to process.

Intuition's special powers are unleashed only in certain circumstances. In one study, participants completed a battery of eight tasks, including four that tapped reflective thinking (discerning rules, comprehending vocabulary) and four that tapped intuition and creativity (generating new products or figures of speech). Then they rated the degree to which they had used intuition ("gut feelings", "hunches", "my heart"). Use of their gut hurt their performance on the first four tasks, as expected, and helped them on the rest. Sometimes the heart is smarter than the head.

36. Nalini Ambady's study deals with\_\_\_\_\_.

- A. the power of people's memory
- B. the reliability of first impressions
- C. instructor-student interaction
- D. people's ability to influence others

37. In Ambady's study, rating accuracy dropped when participants\_\_\_\_\_.

- A. focused on specific details
- B. gave the rating in limited time
- C. watched shorter video clips
- D. discussed with one another

38. Judith Hall mentions driving to show that\_\_\_\_\_.

- A. reflection can be distracting
- B. memory may be selective
- C. social skills must be cultivated
- D. deception is difficult to detect

39. When you are making complex decisions, it is advisable to\_\_\_\_\_.

- A. collect enough data

- B. list your preferences
- C. seek expert advice
- D. follow your feelings

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 numbered paragraphs (41-45). There are two extra subheadings which you don't need to use. Mark your answers on the **ANSWER SHEET**. (10 points)

- A. Stay calm.
- B. Stay humble.
- C. Decide whether to wait.
- D. Be realistic about the risks.
- E. Don't make judgements.
- F. Identify a shared goal.
- G. Ask permission to disagree.

### How to disagree with someone more powerful than you

Your boss proposes a new initiative you think won't work. Your senior colleague outlines a project timeline you believe is unrealistic. What do you see 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? Here's how to disagree with someone more powerful than you.

41. \_\_\_\_\_

You may decide it's best to hold off on voicing your opinion. Maybe you haven't finished thinking the problem through, or you want to get a clearer sense of what the group thinks. If you think other people are going to disagree, too, you might want to gather your army first. People can contribute experience or information to your thinking — all the things that would make the disagreement stronger or more valid. It's also a good idea to delay the conversation if you're in a meeting or other public space. Discussing the issue in private will make the powerful person feel less threatened.

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 time. You're more likely to be heard if you can connect your disagreement to a higher purpose. State it overtly, contextualizing your statements so that you're seen not as a disagreeable subordinate but as a colleague who's trying to advance a common objective. The discussion will then become more like a chess game than a boxing match.

43. \_\_\_\_\_

This step may sound overly deferential, but it's a smart way to give the powerful person psychological safety and control. You can see something like, "I know we seem to be moving toward a first-quarter commitment here. I have reasons to think that won't work. I'd like to layout my reasoning. Would that be OK?" This gives the person a choice, allowing him to verbally opt in. And, assuming he says yes, it will make you feel more confident about voicing your disagreement.

44. \_\_\_\_\_

You might feel your heart racing or your face turning red, but do whatever you can to remain natural in both your words and actions. When your body language communicates reluctance or anxiety, it undercuts the message, and your counterpart gets to choose what signals to read. Deep breaths can help, as can speaking more slowly and deliberately. When we feel panicky, we tend to talk louder and faster. Simply slowing the pace and talking in an even tone helps the other person cool down and does the same for you. It also makes you seem confident, even if you aren't.

45. \_\_\_\_\_

Emphasize that you're only offering your opinion, not gospel truth. It may be a well-informed, well-researched opinion, but it's still an opinion, so talk tentatively and slightly understate your confidence. Instead of saying, "If we set an end-of-quarter deadline, we will never make it," say, "This is just my opinion, but I don't see how we will make that deadline." Having asserted your opinion (as a position, not as a fact), demonstrate equal curiosity about other views. Remind the person that this is your point of view, and then invite critique. Be open to hearing other opinions.

### Section III Translation

#### 46. Directions:

Translate the following text from English into Chinese. Write your translation on ANSWER SHEET (15 points)

We tend to think that friends and family members are our biggest sources of connection, laughter, and warmth. While that may well be true, researchers have also recently found that interacting with strangers actually brings a boost in mood and feelings of belonging that we didn't expect.

In one series of studies, researchers instructed Chicago-area commuters using public transportation to strike up a conversation with someone near them. On average, participants who followed this instruction felt better than those who had been told to stand or sit in silence. The researchers also argued that when we shy away from casual interactions with strangers, it is often due to a misplaced anxiety that they might not want to talk to us. Much of the time, however, this belief is false. As it turns out, many people are actually perfectly willing to talk — and may even be flattered to receive your attention.

### Section IV Writing

#### Part A

**47. Directions:**

Suppose you are organizing an online meeting. Write an e-mail to Jack, an international student, to

- 1) invite him to participate, and
- 2) tell him the details,

You should write about 100 words on the ANSWER SHEET.

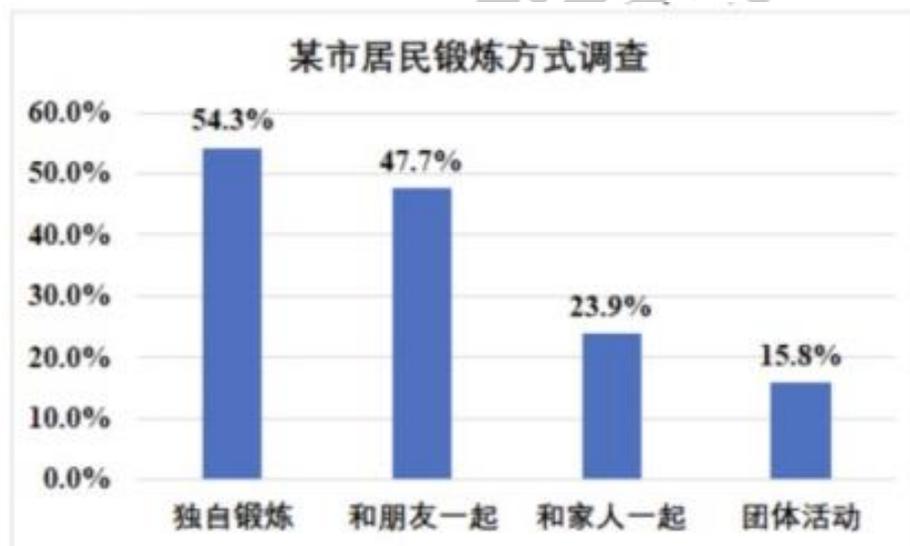
Do not use your own name. Use "Li Ming" instead. (10 points)

**Part B**
**48. Directions:**

Write an essay based on the chart below. In your writing, you should

- 1) interpret the chart, and
- 2) give your comments.

You should write about 150 words on the ANSWER SHEET. (15 points)



## 2021 年全国硕士研究生入学统一考试英语 (二) 试题参考答案及解析

## Section I Use of English

## 1. 【B】 however

【解析】本题考察的是逻辑关系词。空格前一句是 It's not difficult, 后一句是 It is much harder, 可知前后是相反转折关系, 因此 B 为正确答案。

## 2. 【A】 emphasize

【解析】本题考察的是动词。空格前一句意思是“大多数与工作相关的行为有多个组成部分”, 空格后一句意思为“\_\_\_其中一个, 其他的就会被扭曲”。观察选项代入原文, B identify 识别, C assess 评估, D explain 解释, 都不符合文意, 只有 A emphasize 强调, 符合文意, 因此 A 为正确答案。

## 3. 【D】 quickly

【解析】本题考察的是副词。空格处意思是“在伦敦的公交车上, 你\_\_\_就会看到在司机这里这是如何起作用的”。观察选项代入原文, A nearly 几乎、密切地, B curiously 好奇地, C eagerly 急切地, 都不符合文意, 只有 D quickly 迅速地, 符合文意, 因此 D 为正确答案。

## 4. 【C】 check

【解析】本题考察的是动词。空格处意思是“有检查员\_\_\_人们已经付款吗?”根据 inspector 可知, 他们一是负责查票, 观察选项代入原文, A claim 声称, B prove 证明, D recall 回想起, 都不符合文意, 只有 C check 检查, 符合文意, 因此 C 为正确答案。

## 5. 【B】 ignored

【解析】本题考察的是动词。空格处意思是“那些跑着赶公交车的人呢?他们被\_\_\_”。观察选项代入原文, A threatened 威胁, C mocked 嘲笑, D blamed 责骂, 都不符合文意, 只有 B ignored 忽略, 符合文意, 因此 B 为正确答案。

## 6. 【A】 punctuality

【解析】本题考察的是名词。空格处意思是“为什么？因为目标是\_\_\_\_\_”。借助空格后一句意思“人们抱怨汽车迟到并且没有规律性”，可知难的原因是因为目标是“准时性”。观察选项代入原文，B *hospitality* 好客，C *competition* 竞争，D *innovation* 创新，都不符合文意，只有 A *punctuality* 准时，符合文意，因此 A 为正确答案。

7. 【B】 So

【解析】本题考察的是逻辑关系词。空格前一句意思是“人们抱怨车晚点和没有规律性”，后一句意思是“公交车和专用道面积增加...”，由此可知，对于人们抱怨的事情，做出了改变，前后语义属于因果关系，因此 B 为正确答案。

8. 【C】 rewarded

【解析】本题考察的是动词。根据文中并列连词 *or* 可以得知前后是一种选择关系，即语义是相反的，与 *punished* “惩罚”相反的语义是 *rewarded* “奖励”，因此 C 为正确答案。

9. 【D】 also

【解析】本题考察的是逻辑关系词。根据空格所在句中的 *But* 可知，前后为并列结构，所以前后的语法以及语义存在关联，观察可知前后均有“hit+名词”构成的动宾结构，因此 D 为正确答案。

10. 【B】 revenue

【解析】本题考察的是名词。根据空格后一句的意思“你将有更多的检票员和更加敏感的定价”，可知空格所在的这句话描述的话题是与价钱相关。观察选项代入原文，A *comfort* 舒适，C *efficiency* 效率，D *security* 安全，都不符合文意，只有 B *revenue* 收入，符合文意，因此 B 为正确答案。

11. 【C】 cautious

【解析】本题考察的是形容词。空格处前后句意思是“如果标准改为安全，那么将会有更多遵守交通规则的\_\_\_\_\_驾驶员。”观察选项代入原文，A *friendly* 友好的，B *quiet* 安静的，D *diligent* 勤奋的，都不符合文意，只有 C *cautious* 谨慎的，符合文意，因此 C 为正确答案。

## 12. 【B】 problem

【解析】本题考察的是名词。根据 another 和冒号后面的解释说明，可知本段是对于 Why 这个问题的第二个分析，与上一段均为解释性段落。观察选项代入原文，A purpose 目的，C prejudice 偏见，D policy 政策，都不符合文意，只有 B problem 问题，符合文意，因此 B 为正确答案。

## 13. 【D】 noticed

【解析】本题考察的是动词。空格所在句意思为“你曾\_\_\_\_你的航班晚 1 个小时出发但是却能准时到达?”，根据常识可知这属于我们日常是否会注意到的事项，观察选项代入原文，A reported 报道、报告，B revealed 揭示，C admitted 承认，都不符合文意，只有 D noticed 注意到、察觉，符合文意，因此 D 为正确答案。

## 14. 【B】 trip

【解析】本题考察的是名词。空格所在句的句子主干意思是“航公司只是简单的改变了这个时间”。修饰成分为省略了 that 的定语从句修饰 time，定语从句的意思是“\_\_\_\_打算花费的时间”，结合语境应该是乘坐飞机的旅行所花费的时间。观察选项代入原文，A break 休息，C departure 离开、出发，D transfer 转移，都不符合文意，只有 B trip 旅行，符合文意，因此 B 为正确答案。

## 15. 【A】 moral

【解析】本题考察的是名词。空格所在句意思是“这个故事的\_\_\_\_很简单”。观察选项代入原文，B background 背景，C style 风格，D form 形式，都不符合文意，只有 A moral 寓意：教益，符合文意，因此 A 为正确答案。

## 16. 【C】 sacrifice

【解析】本题考察的是动词。空格所在句意思是“大多数工作都是多维的，有多个标准。选择一个标准

你很可能\_\_\_\_其他标准”。观察选项代入原文，A interpret 解释，B criticize 批评，D tolerate

容忍，都不符合文意，只有 C sacrifice 牺牲，符合文意，因此 C 为正确答案。

17. 【D】 cost

【解析】本题考察的是动词。空格所在句意思是“一切都可以做得更快更便宜，但是有\_\_\_\_\_”。同时结合其后一句意思“设定目标可能而且确实会产生不可预见的负面后果”可知，该空应填负面含义的词汇。观察选项代入原文，A task 任务，B secret 秘密，C product 产品，都不符合文意，只有 D cost 代价，符合文意，因此 D 为正确答案。

18. 【C】 relating to

【解析】本题考察的是非谓语。空格所在句意思是“所有好的标准应该有很多的标准\_\_\_\_\_关键的因素，例如时间、金钱和顾客反馈”，由此可知好的标准应该是与各种关键因素有关的。观察选项代入原文，A leading to 导致，B calling for 要求批评，D accounting for 解释，都不符合文意，只有 C relating to 与...有关，符合文意，因此 C 为正确答案。

19. 【A】 specify

【解析】本题考察的是动词。空格所在句意思是“这个方法不仅仅是\_\_\_\_\_目标的几个维度”，结合上文语境，可知本句表明的不仅\_\_\_\_\_前面提到的具体涵盖的几个方面，同时根据本句中出现的并列短语 not only...but also 可知该空所填动词应和 understand 同义。观察选项代入原文，B predict 预测，C restore 恢复，D create 创造，都不符合文意，只有 A specify 详细说明，符合文意，因此 A 为正确答案。

20. 【D】 achieve

【解析】本题考察的是动词。空格所在句意思是“...去理解如何帮助人们更好地\_\_\_\_\_这个目标”，根据前文解释的是目标难以实现的原因，因此“这个方法”就是帮助人们实现目标。观察选项代入原文，A modify 修改，B review 回顾、复习，C present 提出、呈现，都不符合文意，只有 D achieve 实现，符合文意，因此 D 为正确答案。

**Part A****21. B. an urgent demand for new job skills**

解析：具体细节题。

首先，仔细审题，题干问的是 **research** 研究。其次，精准定位，根据题干 **research** 回文定位，1 段 3 句出现了 **research**。再次，精析定位处，主语是 **research**，谓语是 **finds**，宾语是 **that** 从句，意思是 42% 的核心技能会发生变化。最后，匹配选项，B 项的 **new job skills** 是 1 段 3 句的同义转述，也可根据研究是用来证明前文观点的，结合上一句的 **the jobs in demand**。故正确答案为 **B. an urgent demand for new job skills**。

**22. A. an alternative to the fire-and-hire strategy**

解析：例证题

首先，仔细审题，题干问的是 **AT&T is cited to show**，**AT&T** 被引用目的是表明，**AT&T** 判定为例子，**is cited to show** 判定为目的表达法。其次，精准定位，根据题干的例子 **AT&T** 确定例子的位置是 2 段 4 句，结合例证题解题思路，若例子不是从 1 段 1 句开始的，则其所证明的观点在例子前，故定位处是 2 段 3 句。再次，精析定位处，定位处的 **that** 为代词指代，需联系上文找到 **that** 的指代对象，指代 2 段 2 句 **the temptation is always to let go of workers ... and replace them ...**。最后，匹配选项，A 项的 **fire-and-hire** 是 2 段 2 句 **let go of workers ... and replace them ...** 的同义替换。故正确答案为 **A. an alternative to the fire-and-hire strategy**。

**23. D. have appeared to be insufficient**

解析：具体细节题。

首先，仔细审题，题干问的是 **efforts to resolve the skills mismatch in Canada**。其次，精准定位，根据题干 **efforts to resolve the skills mismatch in Canada** 回文定位，2 段末句出现了 **efforts to resolve the skills mismatch in Canada**。再次，精析定位处，**efforts in Canada and elsewhere** 对应题干的 **efforts to resolve the skills mismatch in Canada**，故空格处需填入的内容为 **have been languid**。最后，匹配选项，D 项的 **insufficient** 是 **languid** 的同义替换。故正确答案为 **D. have appeared to be insufficient**。

**24. C. a lack of medical workers**

解析：推断题。

首先，仔细审题，题干问的是 Paragraph 3 第 3 段，没有任何具体信息，但提到了 there was 时态是过去时。其次，精准定位，因题干没有任何具体细节，只是要求过去，故可优先确定段落主旨句，再确定是过去时即可，根据题干 Paragraph 3 和 there was 回文定位，3 段 1 句为现在时，不符合题干要求的过去时，3 段末句为过去时，故 3 段末句为定位处。再次，精析定位处，主语是 the pandemic，谓语是 meant，宾语是 that 从句，即仍然缺乏医生、忽视和其他医疗人员。最后，匹配选项，C 项的 lack 是 shortage 的同义替换，C 项的 medical workers 是 doctors、nurses、other medical personnel 的总结概括。故正确答案为 C. a lack of medical workers。

#### 25. B. prepare their laid-off workers for other jobs

解析：具体细节题。

首先，仔细审题，题干问的是 Scandinavian Airlines decided to。其次，精准定位，根据题干 Scandinavian Airlines decided to 回文定位，末段倒数第 2 句出现了 Scandinavian Airlines decided to。再次，精析定位处，Scandinavian Airlines decided to 对应题干的 Scandinavian Airlines decided to，故空格处需填入的内容为 start up a short retraining program that reskilled the laid-off workers to support hospital staff。最后，匹配选项，B 项的 prepare 是 start up a short retraining program 的同义转述，B 项的 other jobs 是 support hospital staff 的同义转述。故正确答案为 B. prepare their laid-off workers for other jobs。

#### 26. B. contribute to the nation's well-being

解析：文中人物观点题

首先，仔细审题，题干问的是 some people argue 文中人物，具体细节信息为 food self-sufficiency in the UK。其次，精准定位，根据题干的 some people argue 和 food self-sufficiency in the UK 回文定位至 2 段 3 句。再次，精析定位处，定位处的 the argument goes 对应题干的 some people argue，定位处的 self-sufficiency 对应题干的 self-sufficiency，故空格处要填入的内容是 would boost the farming industry, political sovereignty and even the nation's health。最后，匹配选项，B 项的 contribute to 是 would boost 的同义转述，the nation's well-being 是 the nation's health 的同义替换。故正确答案为 B. contribute to the nation's well-being。

## 27. C. most land is used for meat and dairy production

解析：具体细节题。

首先，仔细审题，题干问的是 the report by the University of Leeds shows。其次，精准定位，根据题干 the report by the University of Leeds shows 回文定位，3 段 1 句出现了题干的 report 以及 the University of Leeds。再次，精析定位处，定位处的 According to a report on UK food production from the University of Leeds 对应题干的 the report by the University of Leeds，故空格处需填入的内容为 85 per cent of the country's total land area is associated with meet and dairy production。最后，匹配选项，C 项的 most land 是 85 per cent of the country's total land area 的同义转述，C 项的 is used for 是 is associated with 的同义转述。故正确答案为 C. most land is used for meat and dairy production。

## 28. C. its natural conditions

解析：原因细节题。

首先，仔细审题，题干问的是 crop-growing in the UK is restricted，且指出是 due to 因为。其次，精准定位，根据题干 crop-growing in the UK is restricted 和 due to 回文定位，5 段 2 句出现了题干的 UK，且 a good reason why 是 due to 的同义转述，且该句包含了标点符号冒号，故 5 段 2 句为定位处。再次，精析定位处，定位处冒号前的 there is a good reason why UK 对应题干的 UK ... due to，故空格处需填入的内容为冒号后的内容 most of its terrain doesn't have the right soil or climate。最后，匹配选项，C 项的 natural conditions 是 terrain doesn't have the right soil or climate 的总结概括。故正确答案为 C. its natural conditions。

## 29. A. rely largely on imports for fresh produce

解析：推断题。

首先，仔细审题，题干问的是 last paragraph，具体细节为 British people。其次，精准定位，根据题干 last paragraph 和 British people 回文定位，末段 1 句中的 UK 是 British 的同义转述。再次，精析定位处，定位处主干信息为 Just 23 percent ... are ... home-grown ...，意思是只有 23% 是本土种植的，言外之意是大多数都不是本土种植的。最后，匹配选项，A 项的 rely largely on imports for fresh produce 是 Just 23 percent ... are ... home-grown ... 的正话反说或同义转述。

故正确答案为 A. rely largely on imports for fresh produce。

### 30. B. doubtful

解析：作者态度题。

首先，仔细审题，题干问的是 the author's attitude，具体细节为 food self-sufficiency in the UK。其次，精准定位，根据题干 the author's attitude 和 food self-sufficiency in the UK 回文定位，末段 1 句 so 之前是 food self-sufficiency in the UK, so 之后的 we 代表作者，故定位在 so 之后。再次，精析定位处，定位处主干信息为 we could meet only 30 per cent ...，意思是只能满足 30%，言外之意是根本不够，传达了作者的否定怀疑态度。最后，匹配选项，故正确答案为 B. doubtful。

### 31. A. Their engineers were retained.

解析：推断题。

首先，仔细审题，题干问的是 true 正确的，具体细节为 Wunderlist and Sunrise after their acquisitions。其次，精准定位，根据题干 Wunderlist and Sunrise after their acquisitions 回文定位，1 段 1 句出现了 Wunderlist and Sunrise，但题干问的是 after their acquisitions，再次定位，发现 2 段 2 句出现了 acqui-hires，故优先考虑 2 段 2 句为定位处。再次，精析定位处，定位处主干信息为 their teams of engineers stayed on。最后，匹配选项，A 项的 their engineers 是 their teams of engineers 的同义替换，A 项的 were retained 是 stayed on 的同义替换。故正确答案为 A. Their engineers were retained.

### 32. B. eliminate their potential competitors

解析：文中人物观点题

首先，仔细审题，题干问的是 Microsoft's critics believe 文中人物，具体细节信息为 big tech companies tend to。其次，精准定位，根据题干的 Microsoft's critics believe 和 big tech companies tend to 回文定位至 3 段 1 句。再次，精析定位处，定位处的 To Microsoft's critics 对应题干的 Microsoft's critics believe，定位处的 big tech 对应题干的 big tech，定位处的 to 对应题干的 tend to，故空格处要填入的内容是 chew up any innovative companies that lie in their path。最后，匹配选项，B 项的 eliminate 是 chew up 的同义转述，their potential competitors

是 any innovative companies that lie in their path 的同义转述。故正确答案为 B. eliminate their potential competitors。

### 33. C. harm the national economy

解析：文中人物观点题

首先，仔细审题，题干问的是 Paul Arnold is concerned 文中人物，具体细节信息为 small acquisitions might。其次，精准定位，根据题干的 Paul Arnold is concerned 和 small acquisitions might 回文定位至 4 段 1 句双引号里的内容。再次，精析定位处，定位处需把握重点信息，双引号内出现了 But，故核心为 But 后，即 are they good for the American economy? 肯定反问句表达否定怀疑的语气，意思是对美国经济不好。最后，匹配选项，C 项的 the national economy 是 the American economy 的同义替换，harm 是肯定反问句表达否定怀疑语气的同义转述。故正确答案为 C. harm the national economy。

### 34. C. examine small acquisitions

解析：具体细节题

首先，仔细审题，题干问的是 US Federal Trade Commission intends to。其次，精准定位，根据题干的 US Federal Trade Commission intends to 回文定位至 5 段 1 句。再次，精析定位处，定位处的 it 等于题干的 US Federal Trade Commission，定位处的 wants to 等于题干的 intends to，故空格处需填入的内容是 find the answer to that question，出现代词 that question，需确定指代对象，指代上一段的内容，上一段是 33 题的定位段落，33 题题干说的是 small acquisitions，故 that question 是与 small acquisitions 相关的问题。最后，匹配选项，C 项的 small acquisitions 原词复现了 33 题题干；同时，可以结合下文来理解 that question，5 段 2 句也提到了 many small acquisitions；此外，还可以根据主题为王原则，结合题干复现信息词 small acquisitions 来解题。故正确答案为 C. examine small acquisitions。

### 35. A. brought little financial pressure

解析：具体细节题

首先，仔细审题，题干问的是 the five biggest tech companies，具体信息是 their small acquisitions have。其次，精准定位，根据题干的 the five biggest tech companies 和 their small

acquisitions have 回文定位至 6 段 2 句，且该句包含标点符号单破折号。再次，精析定位处，定位处单破折号前的 the five companies 等于题干的 the five biggest tech companies，定位处的 acquisitions 等于题干的 acquisitions，故空格处需填入的内容是单破折号后的内容，即 a drop in the ocean compared with their massive financial reserves。最后，匹配选项，A 项的 brought little 同义转述了原文的 a drop。故正确答案为 A. brought little financial pressure。

### 36. B. the reliability of first impressions

解析：具体细节题

首先，仔细审题，题干问的是 Nalini Ambady's study。其次，精准定位，根据题干的 Nalini Ambady's study 回文定位至 1 段 2 句，但 1 段 1 句是研究的具体内容，根据研究出现考察的是结论或目的的原则，需重新定位至 1 段 1 句，即 1 段 1 句提出观点，1 段 2 句用研究来说明观点。再次，精析定位处，定位处主干信息为 We're fairly good at judging people based on first impressions。最后，匹配选项，B 项的 the reliability 同义转述了原文的 We're fairly good at。故正确答案为 B. the reliability of first impressions。

### 37. A. focused on specific details

解析：具体细节题

首先，仔细审题，题干问的是 Ambady's study，具体细节为 rating accuracy dropped when participants。其次，精准定位，根据题干的 Ambady's study 和 rating accuracy dropped when participants 回文定位至 2 段 3 句。再次，精析定位处，定位处主干信息为 ... deliberation focused them on vivid but misleading cues ... 。最后，匹配选项，A 项的 specific details 同义转述了原文的 vivid but misleading cues。故正确答案为 A. focused on specific details。

### 38. A. reflection can be distracting

解析：例证题

首先，仔细审题，题干问的是 Judith Hall mentions driving to show that，Judith Hall 提到 driving 目的是表明，driving 判定为例子，mentions ... to show 判定为目的表达法。其次，精准定位，根据题干的例子 driving 确定例子的位置是 3 段 2 句，结合例证题解题思路，若例子不是从 1 段 1 句开始的，则其所证明的观点在例子前，故定位处是 3 段 1 句。再次，精析定位处，定

位处主干信息为 we're better at detecting ... when we rely on intuition instead of reflection。最后, 匹配选项, 只有 A 项提到了 reflection, 原文定位处是对 reflection 的否定, A 项的 distracting 也传递了否定色彩。故正确答案为 A. an alternative to the fire-and-hire strategy。

39. D. follow your feelings

解析: 具体细节题

首先, 仔细审题, 题干问的是 you are making complex decisions。其次, 精准定位, 根据题干的 you are making complex decisions 回文定位至 4 段 3 句。再次, 精析定位处, 定位处的 made car-buying decisions 对应题干的 making complex decisions, 故空格处需填入的内容为 when asked to focus on their feelings。最后, 匹配选项, D 项的 follow 同义转述了原文的 focus on。故正确答案为 D. follow your feelings。

40. B. Intuition may affect reflective tasks.

解析: 推断题

首先, 仔细审题, 题干问的是 last paragraph。其次, 精准定位, 因题干没有任何具体信息, 故需定位段落主旨句, 最后一段的段落主旨句为末段第 1 句话。再次, 精析定位处, 定位处关键信息是 Intuition's special powers are unleashed。最后, 匹配选项, 只有 B 项提到了 intuition。故正确答案为 B. Intuition may affect reflective tasks。

## Part B

41. 【C】 Decide whether to wait.

【解析】段落中间无大写转折, 所以要看首尾句, 都无小写转折, 而首句比较短所以其是段落主旨句。首句 You may decide it's best to hold off on voicing your opinion 你可能会认为最好拖延发表自己的意见。观察选项做匹配, 选项 C 出现了定位句中的原词 decide, 且选项中的 wait 是定位句中 hold off 的同义替换。因此 C 是正确答案。

42. 【F】 Identify a shared goal.

【解析】段落中间无大写转折, 所以要看首尾句, 都无小写转折, 而尾句比较短所以其是段落主旨句, 但是根据这句话意思选不出答案, 故最终定位句是首句 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 time. 该句话较长, 先看主干, 若根据主干无法匹配, 再看修饰成分, 发现选项 F 中出现了定位句中的原词 share, 且选项中的 identify 和 goal 分别是定位句中的 think about 和 what the powerful person cares about 的同义替换。因此 F 是正确答案。

43. 【G】 Ask permission to disagree.

【解析】段落中间无大写转折, 所以要看首尾句, 发现首句出现了小写 but, 所以该句是主旨句, 重点看 but 之后的内容: but it's a smart way to give the powerful person psychological safety and control 这一但是给权利者心理保障和掌控感。根据这句话不容易匹配确定答案, 所以最终定位看尾句 And, assuming he say yes, it will make you feel more confident about voicing your disagreement 假设得到他们允许, 这将使你对表达你的分歧更有信心。观察发现选项 G 出现了定位句中的原词 disagree, 且选项中的 permission 和定位句中的 yes 是同义替换。因此 G 是正确答案。

44. 【A】 Stay calm

【解析】段落中间无大写转折, 所以要看首尾句, 发现首句出现了小写 but, 所以该句是主旨句, 重点看 but 之后的内容: but do whatever you can to remain natural in both your words and actions. 但是尽你所能在言行上保持自然。观察发现选项 A 出现了 stay, calm 和定位句中的 remain, natural 是同义替换。因此 A 是正确答案。

45. 【B】 Stay humble

【解析】段落中间无大写转折, 所以要看首尾句, 都无小写转折, 而尾句比较短所以其是段落主旨句: Be open to hearing other opinions. 乐于听取其他意见。若根据这句话意思选不出答案, 可结合首句: Emphasize that you're only offering your opinion, not gospel truth. 强调你只是提供你的观点, 而不是福音真理。综合这两句话观察选项发现 B Stay humble 保持谦虚, 是这两句话的同义表达。因此 B 是正确答案。

### Section III Translation

## 46. 【参考译文】

46.我们往往认为,朋友和家人是联系、欢笑和温暖的来源。这很可能不错,但研究人员最近也发现,与陌生人交流其实也会带来情绪提升和归属感,这是我们原来没想到的。

在一项系列研究中,研究人员让芝加哥地区使用公共交通的通勤者与旁边的乘客攀谈。总体来说,遵从交谈指令的人的感觉要好于按要求默默站着或坐着的人。研究人员还提出,我们之所以回避与陌生人闲聊,常常是出于一种不必要的担心,以为他们可能不想跟我们说话。然而,这种想法很多时候是错的。事实表明,很多人其实非常乐意交谈,甚至还会因为得到你的关注而感到荣幸。

## Section IV Writing

## 47. 【参考范文】

Dear Jack,

I am quite delighted to tell you that an online meeting will be held soon. Now I am writing this e-mail for the purpose of inviting you to take part in it.

To begin with, this meeting is best characterized by the topic of “White Pollution”, since compared with other regions, restrictions on the use of plastic bags are not so successful in our city. To continue, various kinds of solutions will be discussed, which will be vital for the environmental protection. What is more, it will be hosted at 10:00 a.m. on May 20, in 2021 through the internet.

Once again, I do hope that you could accept my hearty invitation. And I am looking forward to your reply at your earliest convenience.

Yours sincerely,

Li Ming

## 【参考译文】

亲爱的杰克,

很高兴地告诉你,不久我们将举行一次在线会议。现在我写这封电子邮件的目的是邀请你参加此次会议。

首先,此次会议的典型特点是“白色污染”这一主题,因为与其他地区相比,我市对塑料袋的限制使用并不是很成功。其次,会上我们将讨论各种各样的解决方案,这对环境保护

至关重要。再次，此次会议将于 2021 年 5 月 20 日上午 10 点于线上举行。

再一次，希望你能接受我诚挚的邀请。期待着你的尽早回复。

你真诚的，

李明

#### 48. 【参考范文】

Presented in the test paper is a bar chart, which explicitly demonstrates striking contrasts in the ways that residents choose to take exercise in a certain city. Apparently, working out alone takes the largest proportion, accounting for 54.3%. Then the next is doing exercise with friends, at 47.7%, followed by having physical training with family members and participating in team activities, with 23.9% and 15.8% respectively.

From my personal perspective, at least two fundamental driving forces could contribute to it. On the one hand, in the contemporary society, residents are best characterized by shouldering heavy pressure coming from both work and life, which may fail to enable them to possess sufficient shared time with others to work out together. On the other hand, compared with taking exercise alone, doing physical training with friends, family members or colleagues could bring them huge power, arouse their passion for perseverance and help them to improve interpersonal relationships as well. Accordingly, working out in a team becomes another ideal way to improve their health condition.

Based on what we have discussed above, it is advisable for us to do physical exercise in all kinds of forms, either doing it alone or in a team. Only by doing so, can we build robust and healthy bodies.

#### 【参考译文】

试卷中所呈现的是一个柱状图，清楚地展示了某市居民锻炼方式的鲜明对比。显然，单独锻炼所占比例最大，为54.3%。其次是和朋友一起锻炼，占比47.7%，紧随其后的是和家人一起锻炼以及团队活动，分别占比23.9%和15.8%。

我认为，至少有两个根本原因可以导致这一现象。一方面，当代社会居民的典型特征是承受着来自工作和生活的巨大压力，这可能使得他们无法拥有足够多的共同时间与他人一起锻炼。另一方面，与单独锻炼相比，和朋友、家人或同事一起锻炼身体，可以给他们带来巨大的力量，激发他们坚持不懈的热情，帮助他们改善人际关系。因此，组队锻炼成为他们强身健体的另一种理想方式。

综上所述，对于我们来说，明智的做法是以各种形式锻炼身体，无论是单独锻炼还是组队锻炼。只有这样，我们才能拥有强健的体魄。

