

绝密★启用前

# 2008 年全国硕士研究生入学统一考试

## 管理类专业学位联考

### 英语试卷



#### 考生需知

1. 选择题的答案需用 2B 铅笔填涂在答题卡上，其它笔填涂的或做在试卷或其它类型答题卡上的答案无效。
2. 其它题一律用蓝色或黑色钢笔或圆珠笔在答题纸上按规定要求作答，凡做在试卷上或未做在制定位置的答案无效。
3. 交卷时，请配合监考人员验收，并请监考人员在准考证相应位置签字（作为考生交卷的凭据）。否则，所产生的一切后果由考生自负。

**Section I Vocabulary (10 points)**

**Directions:** There are 20 incomplete sentences in this section. For each sentence there are four choices marked A, B, C, and D. Choose the best one to complete the sentence, Then blacken the corresponding letter on the ANSWER SHEET with a pencil.

1. Oil is an important \_\_\_\_ material which can be processed into many different products, including plastics.  
A. raw                      B. bleak                      C. flexible                      D. fertile
2. The high living standards of the US cause its present population to \_\_\_\_ 25 percent of the world's oil.  
A. assume                      B. consume                      C. resume                      D. presume
3. You shouldn't be so \_\_\_\_ I didn't mean anything bad in what I said.  
A. sentimental                      B. sensible                      C. sensitive                      D. sophisticated
4. Picasso was an artist who fundamentally changed the \_\_\_\_ of art for later generations.  
A. philosophy                      B. concept                      C. viewpoint                      D. theme
5. Member states had the option to \_\_\_\_ from this agreement with one year's notice.  
A. deny                      B. object                      C. suspect                      D. withdraw
6. The two countries achieved some progress in the sphere of trade relations, traditionally a source of \_\_\_\_ irritation.  
A. mutual                      B. optional                      C. neutral                      D. parallel
7. Williams had not been there during the \_\_\_\_ moments when the kidnapping had taken place.  
A. superior                      B. rigorous                      C. vital                      D. unique
8. Travel around Japan today, and one sees foreign residents holding a wide \_\_\_\_ of jobs.  
A. range                      B. field                      C. scale                      D. area
9. Modern manufacturing had \_\_\_\_ a global river of materials into a stunning array of new products.  
A. translated                      B. transformed                      C. transferred                      D. transported
10. Lightning has been the second largest storm killer in the US over the past 40 years and is \_\_\_\_ only by flood.  
A. exceeded                      B. excelled                      C. excluded                      D. extended
11. Voices were \_\_\_\_ as the argument between the two motorists became more bad-tempered.  
A. swollen                      B. increased                      C. developed                      D. raised

12. Some sufferers will quickly be restored to perfect health, \_\_\_\_ others will take a longer time.  
A. which                      B. where                      C. when                      D. whereas
13. My brother likes eating very much but he isn't very \_\_\_\_ about the food he eats.  
A. special                      B. peculiar                      C. particular                      D. unusual
14. Britain might still be part of France if it weren't \_\_\_\_ a disastrous flood 200,000 years ago, according to scientists from Imperial College in London.  
A. upon                      B. with                      C. in                      D. for
15. The Water Prize is an international award that \_\_\_\_ outstanding contributions towards solving global water problems.  
A. recognizes                      B. requires                      C. releases                      D. relays
16. In its 14 years of \_\_\_\_, the European Union has earned the scorn of its citizens and skepticism from the United States.  
A. endurance                      B. emergence                      C. existence                      D. eminence
17. His excuse for being late this morning was his car had \_\_\_\_ in the snow.  
A. started up                      B. got stuck                      C. set back                      D. stood by
18. \_\_\_\_ widespread belief, cockroaches(蟑螂) would not take over the world if there were no one around to step on them.  
A. In view of                      B. Thanks to                      C. In case of                      D. Contrary to
19. Consciously or not, ordinary citizens and government bureaucrats still \_\_\_\_ the notion that Japanese society is a unique culture.  
A. fit in with                      B. look down on                      C. cling to                      D. hold back
20. As you can see by yourself, things \_\_\_\_ to be exactly as the professor had foreseen.  
A. turned in                      B. turned out                      C. turned up                      D. turned down

## Section II Cloze (10 Points)

**Directions:** For each numbered blank in the following passage, there are four choices marked A, B, C, and D. Choose the best one and blacken the corresponding letter on the ANSWER SHEET with a pencil.

Olympic Games are held every four years at a different site, in which athletes \_\_21\_\_ different nations compete against each other in a \_\_22\_\_ of sports. There are two types of Olympics, the Summer Olympics and the Winter Olympics.

In order to \_\_23\_\_ the Olympics, a city must submit a proposal to the International Olympic Committee (IOC). After all proposals have been \_\_24\_\_ , the IOC votes. If no city is successful in gaining a majority in the first vote, the city with the fewest votes is eliminated, and voting continues, with \_\_25\_\_ rounds, until a majority winner is determined. Typically the Games are awarded several years in advance, \_\_26\_\_ the winning city time to prepare for the Games. In selecting the \_\_27\_\_ of the Olympic Games, the IOC considers a number of factors, chief among them which city has, or promises to build, the best facilities, and which organizing committee seems most likely to \_\_28\_\_ the Games effectively.

The IOC also \_\_29\_\_ which parts of the world have not yet hosted the Games. \_\_30\_\_ , Tokyo, Japan, the host of the 1964 Summer Games, and Mexico City, Mexico, the host of the 1968 Summer Games, were chosen \_\_31\_\_ to popularize the Olympic movement in Asia and in Latin America.

\_\_32\_\_ the growing importance of television worldwide, the IOC in recent years has also taken into \_\_33\_\_ the host city's time zone. \_\_34\_\_ the Games take place in the United States or Canada, for example, American television networks are willing to pay \_\_35\_\_ higher amounts for television rights because they can broadcast popular events \_\_36\_\_ , in prime viewing hours.

\_\_37\_\_ the Games have been awarded, it is the responsibility of the local organizing committee to finance them. This is often done with a portion of the Olympic television \_\_38\_\_ and with corporate sponsorships, ticket sales, and other smaller revenue sources. In many \_\_39\_\_ there is also direct government support.

Although many cities have achieved a financial profit by hosting the Games, the Olympics can be financially \_\_40\_\_ . When the revenues from the Games were less than expected, the city was left with large debts.

- |                   |               |                |                 |
|-------------------|---------------|----------------|-----------------|
| 21. A. in         | B. for        | C. of          | D. from         |
| 22. A. lot        | B. number     | C. variety     | D. series       |
| 23. A. host       | B. take       | C. run         | D. organize     |
| 24. A. supported  | B. submitted  | C. substituted | D. subordinated |
| 25. A. Suggestive | B. successful | C. successive  | D. succeeding   |
| 26. A. letting    | B. setting    | C. permitting  | D. allowing     |
| 27. A. site       | B. spot       | C. location    | D. place        |
| 28. A. state      | B. stage      | C. start       | D. sponsor      |

- |                     |                |                 |                  |
|---------------------|----------------|-----------------|------------------|
| 29. A. thinks       | B. reckons     | C. considers    | D. calculates    |
| 30. A. For instance | B. As a result | C. In brief     | D. On the whole  |
| 31. A. in time      | B. in part     | C. in case      | D. in common     |
| 32. A. Since        | B. Because     | C. As for       | D. Because of    |
| 33. A. amount       | B. account     | C. accord       | D. acclaim       |
| 34. A. However      | B. Whatever    | C. Whenever     | D. Wherever      |
| 35. A. greatly      | B. handsomely  | C. meaningfully | D. significantly |
| 36. A. live         | B. living      | C. alive        | D. lively        |
| 37. A. Until        | B. Unless      | C. Whether      | D. Once          |
| 38. A. incomes      | B. interests   | C. revenues     | D. returns       |
| 39. A. cases        | B. conditions  | C. chances      | D. circumstances |
| 40. A. safe         | B. risky       | C. tempting     | D. feasible      |

### Section III Reading Comprehension (40 points)

**Directions:** There are 4 passages in this section. 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 blacken the corresponding letter on the ANSWER SHEET with a pencil.

**Questions 41 to 45 are based on the following passage:**

Last weekend Kyle MacDonald in Montreal threw a party to celebrate the fact that he got his new home in exchange for a red paper clip. Starting a year ago, MacDonald bartered the clip for increasingly valuable stuff, including a camp stove and free rent in a Phoenix flat. Having announced his aim (the house) in advance, MacDonald likely got a boost from techies eager to see the Internet pass this daring test of its networking power. "My whole motto (座右铭) was 'Start small, think big, and have fun,'" says MacDonald, 26, "I really kept my effort on the creative side rather than the business side."

Yet as odd as the MacDonald exchange was, barter is now big business on the Net. This year more than 400,000 companies worldwide will exchange some \$10 billion worth of goods and services on a growing number of barter sites. These Web sites allow companies to trade products for a virtual currency, which they can use to buy goods from other members. In Iceland, garment-maker Kapusalan sells a third of its output on the booming Vidskiptanetid exchange, earning virtual money

that it uses to buy machinery and pay part of employee salaries. The Troc-Services exchange in France offers more than 4,600 services, from math lessons to ironing.

This is not a primitive barter system. By creating currencies, the Internet removes a major barrier-what Bob Meyer, publisher of Barter News, calls “the double coincidence of wants.” That is, two parties once not only had to find each other, but also an exchange of goods that both desired. Now, they can price the deal in virtual currency.

Barter also helps firms make use of idle capacity. For example, advertising is “hugely bartered” because many media, particularly on the Web, can supply new ad space at little cost. Moreover, Internet ads don’t register in industry-growth statistics, because many exchanges are arranged outside the formal exchanges.

Like eBay, most barter sites allow members to “grade” trading partners for honesty, quality and so on. Barter exchanges can allow firms in countries with hyperinflation or non-tradable currencies to enter global trades. Next year, a nonprofit exchange called Quick Lift Two (QL2) plans to open in Nairobi, offering barter deals to 38,000 Kenyan farmers in remote areas. Two small planes will deliver the goods. QL2 director Gacii Waciuma says the farmers are excited to be “liberated from corrupt middlemen.” For them, barter evokes a bright future, not a precapitalist past.

41. The word “techies” (Line 4, Para . 1) probably refers to those who are\_\_\_\_\_.

- A. afraid of technology
- B. skilled in technology
- C. ignorant of technology
- D. incompetent in technology

42. Many people may have deliberately helped Kyle because they\_\_\_\_\_.

- A. were impressed by his creativity
- B. were eager to identify with his motto
- C. liked his goal announced in advance
- D. hoped to prove the power of the Internet

43. The Internet barter system relies heavily on \_\_\_\_\_.

- A. the size of barter sites
- B. the use of virtual currency
- C. the quality of goods or services

D. the location of trading companies

44. It is implied that Internet advertisements can help .

A. companies make more profit

B. companies do formal exchanges

C. media register in statistics

D. media grade barter sites

45. Which of the following is true of QL2 according to the author?

A. It is criticized for doing business in a primitive way.

B. It aims to deal with hyperinflation in some countries.

C. It helps get rid of middlemen in trade and exchange.

D. It is intended to evaluate the performance of trading partners.

**Questions 46 to 50 are based on the following passage:**

The lives of very few Newark residents are untouched by violence: New Jersey's biggest city has seen it all. Yet the murder of three young people, who were forced to kneel before being shot in the back of the head in a school playground on August 4th, has shaken the city. A fourth, who survived, was stabbed and shot in the face. The four victims were by all accounts good kids, all enrolled in college, all with a future. But the cruel murder, it seems, has at last forced Newarkers to say they have had enough.

Grassroots organizations, like Stop Shootin', have been flooded with offers of help and support since the killings. Yusef Ismail, its co-founder, says the group has been going door-to-door asking people to sign a pledge of non-violence. They hope to get 50,000 to promise to "stop shootin", start thinkin', and keep livin'." The Newark Community Foundation, which was launched last month, announced on August 14th that it will help pay for Community Eye, a surveillance (监视) system tailored towards gun crime.

Cory Booker, who became mayor 13 months ago with a mission to revitalize the city, believes the surveillance program will be the largest camera and audio network in any American city. More than 30 cameras were installed earlier this summer and a further 50 will be installed soon in a seven-square-mile area where 80% of the city's recent shootings have occurred. And more cameras are planned.

When a gunshot is detected, the surveillance camera zooms in on that spot. Similar technology



in Chicago has increased arrests and decreased shootings. Mr Booker plans to announce a comprehensive gun strategy later this week.

Mr Booker, as well as church leaders and others, believes(or hopes) that after the murder the city will no longer stand by in coldness. For generations, Newark has been paralyzed by poverty-almost one in three people lives below the poverty line-and growing indifference to crime.

Some are skeptical, Steve Malanga of the conservative Manhattan Institute notes that Newark has deep social problems: over 60% of children are in homes without fathers. The school system, taken over by the state in 1995, is a mess. But there is also some cause for hope. Since Mr Booker was elected, there has been a rise in investment and re-zoning for development. Only around 7% of nearby Newark airport workers used to come from Newark: now, a year later, the figure is 30%. Mr Booker has launched a New York-style war on crime. So far this year, crime has fallen 11% and shootings are down 30% (though the murder rate looks likely to match last year's high).

46. What happened in Newark, New Jersey on August 4th?

- A. The Newark residents witnessed a murder
- B. Four young people were killed in a school playground.
- C. The new mayor of Newark took office.
- D. Four college students fell victim to violence.

47. Judging from the context, the "Community Eye" (Line 5, Para.2) is

- A. a watching system for gun crime
- B. a neighborhood protection organization
- C. an unprofitable community business
- D. a grassroots organization

48. We learn from the passage that Newark has all the following problems EXCEPT

- A. violence
- B. flood
- C. poverty
- D. indifference

49. Mayor Booker's efforts against crime seem to be \_\_\_\_.

- A. idealistic
- B. impractical
- C. effective
- D. fruitless

50. The best title for passage may be \_\_\_\_.

- A. Stop Shootin', Start Thinkin', and Keep Livin'
- B. Efforts to Fight against Gun Crimes
- C. A Mission to Revitalize the City



## D. Violent Murders in Newark

**Questions 51 to 55 are based on the following passage:**

According to a recent survey on money and relationships, 36 per cent of people are keeping a bank account from their partner, While this financial unfaithfulness may appear as distrust in a relationship, in truth it may just be a from of financial protection.

With almost half of all marriages ending in divorce, men and women are realizing they need to be financially savvy, regardless of whether they are in a relationship.

The financial hardship on individuals after a divorce can be extremely difficult,even more so when children are involved, The lack of permanency in relationships, jobs and family life may be the cause of a growing trend to keep a secret bank account hidden from a partner; in other words, an “escape fund”.

Margaret’s story is far from unique. She is a representative of a growing number of women in bong-term relationships who are becoming protective of their own earnings.

Every month on pay day, she banks hundreds of dollars into a savings account she keeps from her husband. She has been doing this throughout their six-year marriage and has built a nest egg worth an incredible \$ 100, 000 on top of her pension.

Margaret says if her husband found out about her secret savings he’d hurt and would interpret this as a sign she wasn’t sure of the marriage. “He’d think it was my escape fund so that financially I could afford to get out of the relationship if it went wrong. I know you should approach marriage as being forever and I hope ours is, but you can never be sure.” Like many of her fellow secret savers, Margaret was stung in a former relationship and has since been very guarded about her own money.

Coming clean to your partner about being a secret saver may not be all that bad. Take Colleen, for example, who had been saving secretly for a few years before she confessed to her partner. “I decided to open a savings account and start building a nest egg of my own. I wanted to prove to myself that I could put money in the bank and leave it there for a rainy day.”

“When John found out about my secret savings, he was a little suspicious of my motives. I reassured him that this was certainly not an escape fund and that I feel very secure in our relationship. I have to admit that it does feel good to have my own money on reserve if ever there are rainy days

in the future. It's sensible to build and protect your personal financial security.” (from: 114mba.com)

51. The trend to keep a secret bank account is growing because \_\_\_\_.

- A. “escape fund” helps one through rainy days
- B. days are getting harder and harder
- C. women are money sensitive
- D. financial conflicts often occur

52. The word “savvy” (Line 2, Para, 2) probably means \_\_\_\_.

- A. suspicious
- B. secure
- C. shrewd
- D. simple

53. Which inference can we make about Margaret?

- A. She is a unique woman
- B. She was once divorced
- C. She is going to retire
- D. She has many children.

54. The author mentions Colleen's example to show \_\_\_\_.

- A. any couple can avoid marriage conflicts
- B. privacy within marriage should be respected
- C. everyone can save a fortune with a happy marriage
- D. financial disclosure is not necessarily bad

55. Which of the following best summarizes this passage?

- A. Secret Savers
- B. Love Is What It's Worth
- C. Banking Honesty
- D. Once Bitten, Twice Shy

**Questions 56 to 60 are based on the following passage:**

“The word ‘protection’ is no longer taboo(禁忌语)”. This short sentence, uttered by French President Nicolas Sarkozy late last month, may have launched a new era in economic history. Why? For decades, Western leaders have believed that lowering trade barriers and tariffs was a natural good. Doing so, they reasoned, would lead to greater economic efficiency and productivity, which in turn would improve human welfare. Championing free trade thus became a moral, not just an economic, cause.

These leaders, of course, weren't acting out of unselfishness. They knew their economies were the most competitive, so they'd profit most from liberalization. And developing countries feared that

their economies would be swamped by superior Western productivity. Today, however, the tables have turned-though few acknowledge it. The West continues to preach free trade, but practices it less and less. Asia, meanwhile, continues to plead for special protection but practices more and more free trade.

That's why Sarkozy's words were so important: he finally injected some honesty into the trade debate. The truth is that large parts of the West are losing faith in free trade, though few leaders admit it. Some economists are more honest. Paul Krugman is one of the few willing to acknowledge that protectionist arguments are returning. In the short run, there will be winners and losers under free trade. This, of course, is what capitalism is all about. But more and more of these will be in the West. Economists in the developed world used to love quoting Joseph Schumpeter, who said that "creative destruction" was an essential part of capitalist growth. But they always assumed that destruction would happen over there. When Western workers began losing jobs. Suddenly their leaders began to lose faith in their principles. Things have yet to reverse completely. But there's clearly a negative trend in Western theory and practice. A little hypocrisy (虚伪) is not in itself a serious problem. The real problem is that Western governments continue to insist that they retain control of the key global economic and financial institutions while drifting away from global liberalization. Look at what's happening at the IMF (International Monetary Fund). The Europeans have demanded that keep the post of managing director, but all too often, Western officials put their own interests above everyone else's when they dominate these global institutions.

The time has therefore come for the Asians-who are clearly the new winners in today's global economy-to provide more intellectual leadership in supporting free trade. Sadly, they have yet to do so. Unless Asians speak out, however, there's a real danger that Adam Smith's principles, which have brought so much good to the world, could gradually die. And that would leave all of us worse off, in one way or another.

56. It can be inferred that "protection" (Line 1, Para.1) means\_\_ .

- A. improving economic efficiency
- B. ending the free-trade practice
- C. lowering moral standard
- D. raising trade tariffs

57. The Western leaders preach free trade because .

- A. it is beneficial to their economies
  - B. it is supported by developing countries
  - C. it makes them keep faith in their principles
  - D. it is advocated by Joseph Schumpeter and Adam Smith
58. By “the tables have turned” (Lines3-4,Para.2) the author implies that \_\_\_\_.
- A. the Western leaders have turned self-centered
  - B. the Asian leaders have turned advocates of free trade
  - C. the developed economies have turned less competitive
  - D. the developing economies have become more independent
59. The Western economists used to like the idea of “creative destruction” because if \_\_\_\_.
- A. set a long-term rather than short-term goal
  - B. was an essential part of capitalist development
  - C. entailed a positive rather than negative mentality
  - D. was meant to be the destruction of developing economies
60. The author uses “IMF” as an example to illustrate the point that \_\_\_\_.
- A. European leaders are reluctant to admit they are hypocritical
  - B. there is an inconsistency between Western theory and practice
  - C. global institutions are not being led by true globalization advocates
  - D. European countries’ interests are being ignored by economic leaders

#### Section IV Translation (20 points)

**Directions:** In this section there is a paragraph in English. Translate it into Chinese and write your translation on the ANSWER SHEET.

The term “business model” first came into widespread use with the invention of the personal computer and the spreadsheet (空白表格程序). Before the spreadsheet, business planning usually meant producing a single forecast. At best, you did a little sensitivity analysis around the projection. The spreadsheet ushered in a much more analytic approach to planning because every major line item could be pulled apart, its components and sub-components analyzed. You could ask what-if questions about the critical assumptions on which your business depended—for example, what if customers are more price-sensitive than we thought?—and with a few keystrokes, you could see how any change would play out on every aspect of the whole. In other words, you could model the

behavior of a business. Before the computer changed the nature of business planning, most successful business models were created more by accident than by elaborate design. By enabling companies to tie their marketplace insights much more tightly to the resulting economics, spreadsheet made it possible to model business before they were launched.

### Section V Writing (20 points)

**Directions:** *In this section, you are asked to write an essay based on the following information.*

*Make comments and express your own opinion. You should write at least 150 words on the ANSWER SHEET.*

以往许多人报考成人高校，是为圆文凭梦。如今，手持本科、硕士文凭，回头重新考大学的大有人在。据报道，今年报名全国成人高考的上海考生中，有390名本科毕业生，15名硕士生。



**2008 年全国攻读工商管理硕士学位研究生入学考试****英语试题参考答案****Section I Vocabulary**

1. A    2. B    3. C    4. B    5. D    6. A    7. C    8. A    9. B    10. A  
11. D    12. D    13. C    14. D    15. A    16. C    17. B    18. D    19. C    20. B

**Section II Cloze**

21-25 DCABC    26-30 DABCA    31-35 BDBCD    36-40 ADCAB

**Section III Reading Comprehension**

41-45 BDBAC    46-50 DABCB    51-55 ACBDA    56-60 DACDC

**Section IV Translation**

“商业模式”这一术语最先是随着计算机和空白表格程序的问世而广泛传播的。在空白表格程序出现以前,商业计划往往意味着就某种情况提出一种单一的预测。你充其量只能对项目做出一些敏感性分析。而空白表格程序为计划引入了更全面的分析方法,因为表格的每个主要列项可以拆开,因而可以分析和测试其成分和细节。你可以对商业所依赖的关键假设做出推测,比如,顾客对价格的敏感度要是超过了我们的想象,我们该怎么办?你只需敲几下键盘就可以看到整体中各个组成部分所起的任何变化。换言之,你可以定制商业行为的模式。计算机改变了商业计划的本质,在此之前,绝大多数成功商业模式的形成是出于偶然,而非事先精心设计。空白表格程序能使企业把对市场的洞察与随之而来的经济活动更紧密地联系起来,因而能够事先制定出商业模式。

**Section V Writing (略)**