

雅思阅读预测和机经 (第 23 册)

适用 **2014.1-2015.8 月** 题库

(预计适用到 2015 年 8 月 (9 月换题库) 前的亚太区雅思考试)

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黑 - 过去30天考试命中删除的页码

灰 - 删除，未来至少24个月不会考，

红 - 超级重点，相当于缩小版

橙 - 可能重点，也有考到的概率

绿 - 监控在未来4月底前，不会考

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雅思听力真题 Version 50470

Section 4

主题提示：夜班工人健康研究

A lecture about health problem of Night Shift Worker, factors that affect people's sleep.

31-40) Sentence Completion

31. Population of night shift workers huge , reached 10, 000

32. night shift workers (生理钟) disordered

33. Human's internal clock make people tell the difference of

34. night shift work resulted in hours

35. Lack of sleep is not good for and heart

36. All of these reason would lead to

阅读高分的秘密？

什么才是 阅读最重要的考前需要记忆理解的内容，显然不仅仅是阅读机经的答案，除了填空题和问答题单词答案，阅读真题答案都是符号，根本记不住）？

那是什么，秘密就是：

[1] 你的真题预测系列书上用荧光笔标记的 原文出题点句子

[2] 根据出题点原文和考题题干之间的替换词(列表)

【原文出题点 就是考点，需要考前重点记忆理解的】：

(1) 对照预测真题，做完考题，然后自学(或听课)对原文的理解 找到原文中出考题的英文的原句，**进行荧光笔标注（适合考前复习）**

(2) 如使用如的专业教师作者提供的《阅读真题预测真题》阅读真题原文（中文翻译）（**见在线系统阅读目录中**）（中文加速理解，记忆深刻）：

如图所示：荧光笔部分就是全文精髓（就是出考题的句子，一篇文章大概 8-9 个地方），8+选手应该在这个部分中圈出 哪些单词在# 题干被替换了，替换词是什么？#。如果长期积累，阅读满分就来了。考前只浏览需要复习荧光部分。



雅思阅读满分 30 天计划

步骤【1】：登录(注册激活账户) **ks.ipredicting.com** 打开里面的阅读预测列表；

步骤【2】：把列表配套书籍全部拿到手边，书上标记重点 **(数字是红色+橙色篇章)**

步骤【3】：**做完全部预测中重点文章套题。**

每天计时 做 1-2 套题（控制每三篇约 1 小时内完成）；然后对答案（答案见书籍末页），在论坛看答案解析和老师互动留言提问，休息 10 分钟。仔细阅读 这三篇的中文翻译和出题点，把错题和文章大意理解清楚（这再花 30 分钟）。考前 30-15 天 坚持做以上步骤【3】的工作。

步骤【4】：**复习和标记原文出题点(用荧光笔标记)**

考前 15-8 天，原文出题点用荧光笔标记，不做题，把重点预测文章的（中文翻译和英文原文出题点）全部仔细阅读一遍，同时画出英文原文中的出题的英文句子仔细阅读。

步骤【5】：考前 8-3 天，不做题，登录考试预测系统 <http://ks.ipredicting.com> 记忆【电子目录】**中文的阅读机经考题补丁**，回忆对应的出题点和参考答案。

步骤【6】：**反复理解记忆原文出题点(用荧光笔标记)**

考前 3 天，每晚 1-2 小时，坚持全部范围的原文中的出题的英文句子大概位置和原句子，仔细阅读（记住句子中关键词替换）

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SECTION 1

Andrea Palladio:

Italian architect

A new exhibition celebrates Palladio's architecture 500 years on

A Vicenza is a pleasant, prosperous city in the Veneto, 60km west of Venice. Its grand families settled and farmed the area from the 16th century. But its principal claim to fame is Andrea Palladio, who is such an influential architect that a neoclassical style is known as Palladian. The city is a permanent exhibition of some of his finest buildings, and as he was born—in Padua, to be precise—500 years ago, the International Centre for the Study of Palladio's Architecture has an excellent excuse for mounting *la grande mostra*, the big show.

floor the pediments are alternately curved or pointed, a Palladian trademark. The harmonious proportions of the atrium at the entrance lead through to a dramatic interior of fine fireplaces and painted ceilings. Palladio's design is simple, clear and not over-crowded. The show has been organised on the same principles, according to Howard Burns, the architectural historian who co-curated it.



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B The exhibition has the special advantage of being held in one of Palladio's buildings, Palazzo Barbaran da Porto. Its bold façade is a mixture of rustication and decoration set between two rows of elegant columns. On the second

C Palladio's father was a miller who settled in Vicenza, where the young Andrea was apprenticed to a skilled stonemason. How did a humble

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1 miller's son become a world
2 renowned architect? The answer
3 in the exhibition is that, as a
4 young man, Palladio excelled at
5 carving decorative stonework on
6 columns, doorways and fireplaces.
7 He was plainly intelligent, and
8 lucky enough to come across a
9 rich patron, Gian Giorgio Trissino,
10 a landowner and scholar, who
11 organised his education, taking
12 him to Rome in the 1540s, where
13 he studied the masterpieces of
14 classical Roman and Greek
15 architecture and the work of other
16 influential architects of the time,
17 such as Donato Bramante and
18 Raphael.

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D Burns argues that social mobility
was also important. Entrepreneurs,
prosperous from agriculture in the
Veneto, commissioned the
promising local architect to design
their country villas and their
urban mansions. In Venice the



cy were anxious to co-opt talented
artists, and Palladio was given the
chance to design the buildings
that have made him famous—the
churches of San Giorgio Maggiore
and the Redentore, both easy to
admire because they can be seen
from the city's historical centre
across a stretch of water.

E He tried his hand at
bridges—his unbuilt version of
the Rialto Bridge was decorated
with the large pediment and
columns of a temple—and, after
a fire at the Ducal Palace, he
offered an alternative design
which bears an uncanny
resemblance to the Banqueting
House in Whitehall in London.
Since it was designed by Inigo
Jones, Palladio's first foreign
disciple, this is not as surprising
as it sounds.

F Jones, who visited Italy in 1614,
bought a trunk full of the master's
architectural drawings; they
passed through the hands of the
Dukes of Burlington and
Devonshire before settling at the
Royal Institute of British
Architects in 1894. Many are now
on display at Palazzo Barbaran.
What they show is how Palladio
drew on the buildings of ancient
Rome as models. The major theme
of both his rural and urban
building was temple architecture,
with a strong pointed pediment
supported by columns and
approached by wide steps.

G Palladio's work for rich
landowners alienates
unreconstructed critics on the
Italian left, but among the
papers in the show are designs
for cheap housing in Venice. In
the wider world, Palladio's
reputation has been nurtured by
a text he wrote and illustrated,
"Quattro Libri dell'

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Architettura". His influence spread to St Petersburg and to Charlottesville in Virginia, where Thomas Jefferson commissioned a Palladian villa he called Monticello.

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H Vicenza's show contains detailed models of the major buildings and is leavened by portraits of Palladio's teachers and clients by Titian, Veronese and Tintoretto; the paintings of his Venetian buildings are all by Canaletto, no less. This is an uncompromising exhibition; many of the drawings are small and faint, and there are no sideshows for children, but the impact of harmonious lines and satisfying proportions is to impart in a viewer a feeling of benevolent calm. Palladio is history's most therapeutic architect.

I "Palladio, 500 Anni: La Grande Mostra" is at Palazzo Barbaran da Porto, Vicenza, until January 6th 2009. The exhibition continues at the Royal Academy of Arts, London, from January 31st to April 13th, and travels afterwards to Barcelona and Madrid.

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Questions 1-7

Do the following statements agree with the information given in Reading Passage 1?
In boxes 1-7 on your answer sheet write

True	if the statement agree with the information
False	if the statement contradicts the information
NOT GIVEN	If there is no information on this

- 1 The building where the exhibition is staged has been newly renovated
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- 2 Palazzo Barbaran da Porto typically represent the Palladio's design
- 3 Palladio's father worked as an architect.
- 4 Palladio's family refused to pay for his architectural studies
- 5 Palladio's alternative design for the Ducal Palace in Venice was based on an English building.
- 6 Palladio designed both wealthy and poor people
- 7 The exhibition includes paintings of people by famous artists



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Questions 8-13

Answer the questions below

Choose **NO MORE THAN THREE WORDS** from the passage for each answer.
Write your answers in boxes 8-13 on your answer sheet

- 8 What job was Palladio training for before he became an architect?
 - 9 Who arranged Palladio's architectural studies?
 - 10 Who was the first non-Italian architect influenced by Palladio?
 - 11 What type of Ancient Roman buildings most heavily influenced Palladio's work?
 - 12 What did Palladio write that strengthened his reputation?
 - 13 In the writer's opinion, what feeling will visitors to the exhibition experience?
- (IELTS test papers offered by ks.ipredicting.com, copyright)

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SECTION 1

The *Cacao*: a Sweet History

A Chapter 1

Most people today think of chocolate as something sweet to eat or drink that can be easily found in stores around the world. It might surprise you that chocolate was once highly treasured. The tasty secret of the cacao (Kah Kow) tree was discovered 2,000 years ago in the tropical rainforests of the Americas. The story of how chocolate grew from a local Mesoamerican beverage into a global sweet encompasses many cultures and continents.



B Chapter 2

Historians believe the Maya people of Central America first learned to farm cacao plants around two thousand years ago. The Maya took cacao trees from the rainforests and grew them in their gardens. They cooked cacao seeds, then crushed them into a soft paste. They mixed the paste with water and flavorful spices to make an unsweetened chocolate drink. The Maya poured the chocolate drink back and forth between two containers so that the liquid would have a layer of bubbles, or foam.

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Cacao and chocolate were an important part of Maya culture. There are often images of cacao plants on Maya buildings and art objects. Ruling families drank chocolate at special ceremonies. And, even poorer members of the society could enjoy the drink once in a while. Historians believe that cacao seeds were also used in marriage ceremonies as a sign of the union between a husband and a wife.

The Aztec culture in current-day Mexico also prized chocolate. But, cacao plants could not grow in the area where the Aztecs lived. So, they traded to get cacao. They even used cacao seeds as a form of money to pay taxes. Chocolate also played a

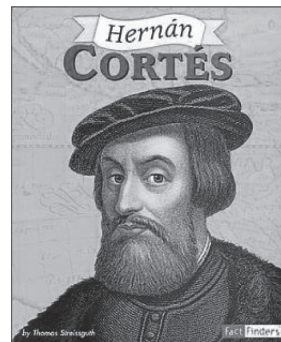
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special role in both Maya and Aztec royal and religious events. Priests presented cacao seeds as offerings to the gods and served chocolate drinks during sacred ceremonies. Only the very wealthy in Aztec societies could afford to drink chocolate because cacao was so valuable. The Aztec ruler Montezuma was believed to drink fifty cups of chocolate every day. Some experts believe the word for chocolate came from the Aztec word "xocolatl" which in the Nahuatl language means "bitter water." Others believe the word "chocolate" was created by combining Mayan and Nahuatl words.

C Chapter 3

The explorer Christopher Columbus brought cacao seeds to Spain after his trip to Central America in 1502. But it was the Spanish explorer Hernando Cortes who understood that chocolate could be a valuable investment. In 1519, Cortes arrived in current-day Mexico. He believed the chocolate drink would become popular with Spaniards. After the Spanish soldiers defeated the Aztec empire, they were able to seize the supplies of cacao and send them home. Spain later began planting cacao in its colonies in the Americas in order to satisfy the large demand for chocolate. The wealthy people of Spain first enjoyed a sweetened version of chocolate drink. Later, the popularity of the drink spread throughout Europe. The English, Dutch and French began to plant cacao trees in their own colonies. Chocolate remained a drink that only wealthy people could afford to drink until the eighteenth century. During the period known as the Industrial Revolution, new technologies helped make chocolate less costly to produce.



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D Chapter 4

Farmers grow cacao trees in many countries in Africa, Central and South America. The trees grow in the shady areas of the rainforests near the Earth's equator. But these trees can be difficult to grow. They require an exact amount of water, warmth, soil and protection. After about five years, cacao trees start producing large fruits called pods, which grow near the trunk of the tree. The seeds inside the pods are harvested to make chocolate. There are several kinds of cacao trees. Most of the world's chocolate is made from the seed of the forastero tree. But farmers can also grow criollo or trinitario cacao plants. Cacao trees grown on farms are much more easily threatened by diseases and insects than wild trees. Growing cacao is very hard work for farmers. They sell their harvest on a futures market. This means that economic conditions beyond their control can affect the amount of money they will earn. Today, chocolate industry officials, activists, and scientists are working with farmers. They are trying to make sure that cacao can be grown in a way that is fair to the timers and safe for the environment.

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E Chapter 5

To become chocolate, cacao seeds go through a long production process in a factory. Workers must sort, clean and cook the seeds. Then they break off the covering of the seeds so that only the inside fruit, or nibs, remain. Workers crush the nibs into a soft substance called chocolate liquor. This gets separated into cocoa solids and a fat called cocoa butter. Chocolate makers have their own special recipes in which they combine chocolate liquor with exact amounts of sugar, milk and cocoa fat. They finely crush this “crumb” mixture in order to make it smooth. The mixture then goes through two more processes before it is shaped into a mold form.

Chocolate making is a big business. The market value of the yearly cacao crop around the world is more than five billion dollars. Chocolate is especially popular in Europe and the United States. For example, in 2005, the United States bought 1.4 billion dollars worth of cocoa products. Each year, Americans eat an average of more than five kilograms of chocolate per person. Specialty shops that sell costly chocolates are also very popular. Many offer chocolate lovers the chance to taste chocolates grown in different areas of the world (*IELTS test papers offered by ks.ipredicting.com, copyright*)

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Questions 1-5

Reading passage 1 has 5 chapters. Which chapter contains the following information?

Write your answers in boxes 1-5 on your answer sheet

- 1 the part of cacao trees used to produce chocolate
- 2 average chocolate consumption by people in the US per person per year
- 3 risks faced by farmers in the cacao business
- 4 where the first sweetened chocolate drink appeared
- 5 how ancient American civilizations obtained cacao

Questions 6-10

Do the following statements agree with the information given in Reading Passage 1 ?

In boxes 6-10 on your answer sheet, write

TRUE	<i>if the statement is true</i>
FALSE	<i>if the statement is false</i>
NOT GIVEN	<i>if the information is not given in the passage</i>

- 6 use cacao and chocolate in ceremonies was restricted Maya royal families
- 7 The Spanish explorer Hernando Cortes invested in chocolate and chocolate drinks.
- 8 The forastero tree produces the best chocolate.
- 9 some parts in cacao seed are get rid of during chocolate process.
- 10 Chocolate is welcomed more in some countries or continents than other parts around the world. (IELTS test papers offered by ks.ipredicting.com, copyright)

Questions 11-14

The flow chart below shows the steps in chocolate making.

Complete the flow chart using NO MORE THAN THREE WORDS from the passage for each blank

Write your answers in boxes 11-14 on your answer sheet.

cacao seeds
↓ sorting, cleaning and cooking ridding
seeds of their.....**11**.....

nibs
↓ **crushing**

.....**12**.....
↓ Add sugar, milk and
↓ **13**.....

Crumb mixture
↓ crush finely
↓ then come into a shape in a **14**.....
chocolate

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SECTION 3

Pottery production in ancient Akrotiri

A Excavations at the site of prehistoric Akrotiri, on the coast of the Aegean Sea, have revealed much about the technical aspects of pottery manufacture, indisputably one of the basic industries of this Greek city. However, considerably less is known about the socio-economic context and the way production was organised.

B The bulk of pottery found at Akrotiri is locally made, and dates from the late fifteenth century BC. It clearly fulfilled a vast range of the settlement's requirements: more than fifty different types of pots can be distinguished. The pottery found includes a wide variety of functional types like storage jars, smaller containers, pouring vessels, cooking pots, drinking vessels and so on, which all relate to specific activities and which would have been made and distributed with those activities in mind. Given the large number of shapes produced and the relatively high degree of standardisation, it has generally been assumed that most, if not all, of Akrotiri pottery was produced by specialised craftsmen in a non-domestic context. Unfortunately neither the potters' workshops nor kilns have been found within the excavated area. The reason may be that the ceramic workshops were located on the periphery of the site, which has not yet been excavated. In any event, the ubiquity of the pottery, and the consistent repetition of the same types in different sizes, suggest production on an industrial scale.



C The Akrotirian potters seem to have responded to pressures beyond their households, namely to the increasing complexity of regional distribution and exchange systems. We can imagine them as full-time craftsmen working permanently in a high production-rate craft such as pottery manufacture, and supporting themselves entirely from the proceeds of their craft. In view of the above, one can begin to speak in terms of mass-produced pottery and the existence of organised workshops of craftsmen during the period 1550—1500 BC. Yet, how pottery production was organised at Akrotiri remains an open question, as there is no real documentary evidence. Our entire knowledge comes from the ceramic material itself, and the tentative conclusions which can be drawn from it.

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- D** The invention of units of quantity and of a numerical system to count them was of capital importance for an exchange-g geared society such as that of Akrotiri. In spite of the absence of any written records, the archaeological evidence reveals that concepts of measurements, both of weight and number, had been formulated. Standard measures may already have been in operation, such as those evidenced by a graduated series of lead weights—made in disc form—found at the site. The existence of units of capacity in Late Bronze Age times is also evidenced, by the notation of units of a liquid measure for wine on excavated containers.
- E** It must be recognised that the function of pottery vessels plays a very important role in determining their characteristics. The intended function affects the choice of clay, the production technique, and the shape and the size of the pots. For example, large storage jars (pithoi) would be needed to store commodities, whereas smaller containers would be used for transport. In fact, the length of a man's arm limits the size of a smaller pot to a capacity of about twenty litres; that is also the maximum a man can comfortably carry.
- F** The various sizes of container would thus represent standard quantities of a commodity, which is a fundamental element in the function of exchange. Akrotirian merchants handling a commodity such as wine would have been able to determine easily the amount of wine they were transporting from the number of containers they carried in their ships, since the capacity of each container was known to be 14-18 litres. (We could draw a parallel here with the current practice in Greece of selling oil in 17 kilogram tins.)
- G** We may therefore assume that the shape, capacity, and, sometimes decoration of vessels are indicative of the commodity contained by them. Since individual transactions would normally involve different quantities of a given commodity, a range of 'standardised' types of vessel would be needed to meet traders' requirements.
- H** In trying to reconstruct systems of capacity by measuring the volume of excavated pottery, a rather generous range of tolerances must be allowed. It seems possible that the potters of that time had specific sizes of vessel in mind, and tried to reproduce them using a specific type and amount of clay. However, it would be quite difficult for them to achieve the exact size required every time, without any mechanical means of regulating symmetry and wall thickness, and some potters would be more skilled than others. In addition, variations in the repetition of types and size may also occur because of unforeseen circumstances during the throwing process. For instance, instead of destroying the entire pot if the clay in the rim contained a piece of grit, a potter might produce a smaller pot by simply



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cutting off the rim. Even where there is no noticeable external difference between pots meant to contain the same quantity of a commodity, differences in their capacity can actually reach one or two litres. In one case the deviation from the required size appears to be as much as 10-20 percent.

- I The establishment of regular trade routes within the Aegean led to increased movement of goods; consequently a regular exchange of local, luxury and surplus goods, including metals, would have become feasible as a result of the advances in transport technology. The increased demand for standardised exchanges, inextricably linked to commercial transactions, might have been one of the main factors which led to the standardisation of pottery production. Thus, the whole network of ceramic production and exchange would have depended on specific regional economic conditions, and would reflect the socio-economic structure of prehistoric Akrotiri.

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Questions 27-28

Choose the correct letter, A, B, C or D.

- 27 What does the writer say about items of pottery excavated at Akrotiri?
- A There was very little duplication.
 - B They would have met a big variety of needs.
 - C Most of them had been imported from other places.
 - D The intended purpose of each piece was unclear.
- 28 The assumption that pottery from Akrotiri was produced by specialists is partly based on
- A The discovery of kilns.
 - B The central location of workshops.
 - C The sophistication of decorative patterns.
 - D The wide range of shapes represented.



Questions 29-32

Complete each sentence with the correct ending, A-F, below.

Write the correct letter, A-F.

- 29 The assumption that standard units of weight were in use could be based on
- 30 Evidence of the use of standard units of volume is provided by
- 31 The size of certain types of containers would have been restricted by
- 32 Attempts to identify the intended capacity of containers are complicated by
- A The discovery of a collection of metal discs.
 - B The size and type of the sailing ships in use.
 - C Variations in the exact shape and thickness of similar containers.
 - D The physical characteristics of workmen.
 - E Marks found on wine containers.
 - F The variety of commodities for which they would have been used.



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Questions 33-38

Do the following statements agree with the views of the writer in Reading Passage 3?
Write

YES	<i>if the statement agrees with the claims of the writer</i>
NO	<i>if the statement contradicts the claims of the writer</i>
NOT GIVEN	<i>if it is impossible to say what the writer thinks about this</i>

- 33 There are plans to excavate new areas of the archaeological site in the near future.
- 34 Some of the evidence concerning pottery production in ancient Akrotiri comes from written records.
- 35 Pots for transporting liquids would have held no more than about 20 litres.
- 36 It would have been hard for merchants to calculate how much wine was on their ships.
- 37 The capacity of containers intended to hold the same amounts differed by up to 20 percent.
- 38 Regular trading of goods around the Aegean would have led to the general standardisation of quantities.

Question 39-40

Choose the correct letter, A, B, C or D

- 39 What does the writer say about the standardisation of container sizes?
- A Containers which looked the same from the outside often varied in capacity.
- B The instruments used to control container size were unreliable.
- C The unsystematic use of different types of clay resulted in size variations.
- D Potters usually discarded containers which were of a non-standard size.
- 40 What is probably the main purpose of Reading Passage 3?
- A To evaluate the quality of pottery containers found in prehistoric Akrotiri.
- B To suggest how features of pottery production at Akrotiri reflected other developments in the region.
- C To outline the development of pottery-making skills in ancient Greece.
- D To describe methods for storing and transporting household goods in prehistoric societies.

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SECTION 2

Corporate Social Responsibility

Broadly speaking, proponents of CSR have used four arguments to make their case: moral obligation, sustainability, license to operate, and reputation. The moral appeal—arguing that companies have a duty to be good citizens and to “do the right thing”—is prominent in the goal of Business for Social Responsibility, the leading nonprofit CSR business association in the United States. It asks that its members “achieve commercial success in ways that honor ethical values and respect people, communities, and the natural environment.” Sustainability emphasizes environmental and community stewardship.

- A** An excellent definition was developed in the 1980s by Norwegian Prime Minister Gro Harlem Brundtland and used by the World Business Council for Sustainable Development: “Meeting the needs of the present without compromising the ability of future generations to meet their own needs.” The notion of license to operate derives from the fact that every company needs tacit or explicit permission from governments,



communities, and numerous other stakeholders to do business. Finally, reputation is used by many companies to justify CSR initiatives on the grounds that they will improve a company’s image, strengthen its brand, enliven morale, and even raise the value of its stock.

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- B** To advance CSR, we must root it in a broad understanding of the interrelationship between a corporation and society while at the same time anchoring it in the strategies and activities of specific companies. To say broadly that business and society need each other might seem like a cliché, but it is also the basic truth that will pull companies out of the muddle that their current corporate-responsibility thinking has created. Successful corporations need a healthy society. Education, health care, and equal opportunity are essential to a productive workforce. Safe products and working conditions not only attract customers but lower the internal costs of accidents. Efficient utilization of land, water, energy, and other natural resources makes business more productive. Good government, the rule of law, and property rights are essential for efficiency and innovation. Strong regulatory standards protect both consumers and competitive companies from exploitation. Ultimately, a healthy society creates expanding demand for business, as more human needs are met and aspirations grow. Any business that pursues its ends at the expense of the society in which it operates will find its success to be illusory and ultimately temporary. At the same time, a healthy society needs successful companies. No social program can rival

the business sector when it comes to creating the jobs, wealth, and innovation that improve standards of living and social conditions over time.

- C** A company's impact on society also changes over time, as social standards evolve and science progresses. Asbestos, now understood as a serious health risk, was thought to be safe in the early 1900s, given the scientific knowledge then available. Evidence of its risks gradually mounted for more than 50 years before any company was held liable for the harms it can cause. Many firms that failed to anticipate the consequences of this evolving body of research have been bankrupted by the results. No longer can companies be content to monitor only the obvious social impacts of today. Without a careful process for identifying evolving social effects of tomorrow, firms may risk their very survival.
- D** No business can solve all of society's problems or bear the cost of doing so. Instead, each company must select issues that intersect with its particular business. Other social agendas are best left to those companies in other industries, NGOs, or government institutions that are better positioned to address them. The essential test that should guide CSR is not whether a cause is worthy but whether it presents an opportunity to create shared value— that is, a meaningful benefit for society that is also valuable to the business. However, Corporations are not responsible for all the world's problems, nor do they have the resources to solve them all. Each company can identify the particular set of societal problems that it is best equipped to help resolve and from which it can gain the greatest competitive benefit. Addressing social issues by creating shared value will lead to self-sustaining solutions that do not depend on private or government subsidies. When a well-run business applies its vast resources, expertise, and management talent to problems that it understands and in which it has a stake, it can have a greater impact on social good than any other institution or philanthropic organization.
- ipredicting* 电子版权限账号可下载最新更新中文翻译和在线考试系统账号
- E** The best corporate citizenship initiatives involve far more than writing a check: They specify clear, measurable goals and track results over time. A good example is GE's program to adopt underperforming public high schools near several of its major U.S. facilities. The company contributes between \$250,000 and \$1 million over a five-year period to each school and makes in-kind donations as well. GE managers and employees take an active role by working with school administrators to assess needs and mentor or tutor students. In an independent study of ten schools in the program between 1989 and 1999, nearly all showed significant improvement, while the graduation rate in four of the five worstperforming schools doubled from an average of 30% to 60%. Effective corporate citizenship initiatives such as this one create goodwill and improve relations with local governments and other important constituencies. What's more, GE's employees feel great pride in their participation. Their effect is inherently limited, however. No matter how beneficial the program is, it remains incidental to the company's business, and the direct effect on GE's recruiting and

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retention is modest. (IELTS test papers offered by ks.ipredicting.com, copyright)

F Microsoft's Working Connections partnership with the American Association of Community Colleges (AACC) is a good example of a shared-value opportunity arising from investments in context. The shortage of information technology workers is a significant constraint on Microsoft's growth; currently, there are more than 450,000 unfilled IT positions in the United States alone. Community colleges, with an enrollment of 11.6 million students, representing 45% of all U.S. undergraduates, could be a major solution. Microsoft recognizes, however, that community colleges face special challenges: IT curricula are not standardized, technology used in classrooms is often outdated, and there are no systematic professional development programs to keep faculty up to date. Microsoft's \$50 million five-year initiative was aimed at all three problems. In addition to contributing money and products, Microsoft sent employee volunteers to colleges to assess needs, contribute to curriculum development, and create faculty development institutes. Note that in this case, volunteers and assigned staff were able to use their core professional skills to address a social need, a far cry from typical volunteer programs. Microsoft has achieved results that have benefited many communities while having a direct—and potentially significant—impact on the company.

G At the heart of any strategy is a unique value proposition: a set of needs a company can meet for its chosen customers that others cannot. The most strategic CSR occurs when a company adds a social dimension to its value proposition, making social impact integral to the overall strategy. Consider Whole Foods Market, whose value proposition is to sell organic, natural, and healthy food products to customers who are passionate about food and the environment. The company's sourcing emphasizes purchases from local farmers through each store's procurement process. Buyers screen out foods containing any of nearly 100 common ingredients that the company considers unhealthy or environmentally damaging. The same standards apply to products made internally. Whole Foods' commitment to natural and environmentally friendly operating practices extends well beyond sourcing. Stores are constructed using a minimum of virgin raw materials. Recently, the company purchased renewable wind energy credits equal to 100% of its electricity use in all of its stores and facilities, the only Fortune 500 company to offset its electricity consumption entirely. Spoiled produce and biodegradable waste are trucked to regional centers for composting. Whole Foods' vehicles are being converted to run on biofuels. Even the cleaning products used in its stores are environmentally friendly. And through its philanthropy, the company has created the Animal Compassion Foundation to develop more natural and humane ways of raising farm animals. In short, nearly every aspect of the company's value chain reinforces the social dimensions of its value proposition, distinguishing Whole Foods from its competitors.

From Harvard business review 2007

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Questions 14-20

The reading passage has seven paragraphs, A-G

Choose the correct heading for paragraphs A-G from the list below.

Write the correct number, i-xi, in boxes 14-20 on your answer sheet.

List of Headings

- i** How CSR may help one business to expand
- ii** CSR in many aspects of a company's business
- iii** A CSR initiative without a financial gain
- iv** Lack of action by the state of social issues
- v** Drives or pressures motivate companies to address CSR
- vi** the past illustrates business are responsible for future outcomes
- vii** Companies applying CSR should be selective
- viii** Reasons that business and society benefit each other

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14 Paragraph A

15 Paragraph B

16 Paragraph C

17 Paragraph D

18 Paragraph E

19 Paragraph F

20 Paragraph G



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Questions 21-22 Summary

Complete the following summary of the paragraphs of Reading Passage, using **no more than two** words from the Reading Passage for each answer. Write your answers in boxes **21-22** on your answer sheet.

The implement of CSR, HOW?

Promotion of CSR requires the understanding of interdependence between business and society. Corporations workers' productivity generally needs health care, Education, and given 21.....Restrictions imposed by government and companies both protect consumers from being treated unfairly. Improvement of the safety standard can reduce the 22of accidents in the workplace. Similarly society becomes a pool of more human needs and aspirations. *(offered by ks.ipredicting.com, copyright)*

Questions 23-26

Use the information in the passage to match the companies (listed A-C) with opinions or deeds below. Write the appropriate letters A,B or C in boxes 23-26 on your answer sheet.

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List of companies

- A General Electronics**
- B Microsoft**
- C Whole foods market**

NB you may use any letter more than once

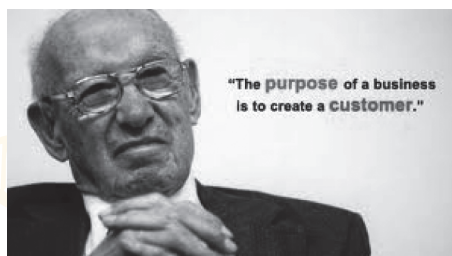
- 23 The disposable waste
- 24 The way company purchases as goods
- 25 Helping the undeveloped
- 26 ensuring the people have the latest information

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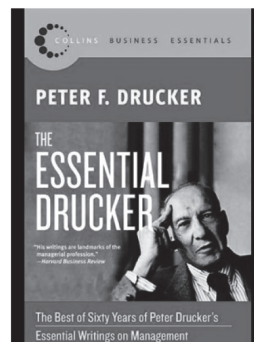
Father of modern management

A It's been said that Peter Drucker invented the discipline of management. Before he wrote his first book on the topic, he knew of only two companies in the world with management development programs. Ten years after the book's publication, 3,000 companies were teaching the subject. Widely considered as the father of "modern management," he wrote 39 books and countless scholarly and popular articles exploring how humans are organized in all sectors of society—business, government and the nonprofit world. His



writings have predicted many of the major developments of the late twentieth century, including privatization and decentralization; the rise of Japan to a world economic power; the decisive importance of marketing; and the emergence of the information society with its necessity of lifelong learning.

B Drucker has said that writing is the foundation of everything he does. In 1937, he published his first book, which was written in Europe. The End of Economic Man: A Study of the New Totalitarianism examined the spiritual and social origins of fascism. In 1940, before the United States entered World War II, he wrote The Future of Industrial Man, in which he presented his social vision for the postwar world. In 1943, General Motors asked Drucker to study its management practices. Drucker accepted and spent 18 months researching and writing the 1945 book, Concept of the Corporation.



C The concepts Drucker introduced in the 1940s and 1950s have endured. In 1954, Drucker wrote his first book that taught people how to manage. Titled The Practice of Management, it introduced the concept of "management by objectives". Management by objectives requires managers to establish goals for their subordinates and devise means of measuring results. Workers are then left alone to perform as they will and measure their performance. Drucker wrote, "It is not possible to be effective unless one first decides what one wants to accomplish. He went on to explain that every worker must be given the tools "to appraise himself, rather

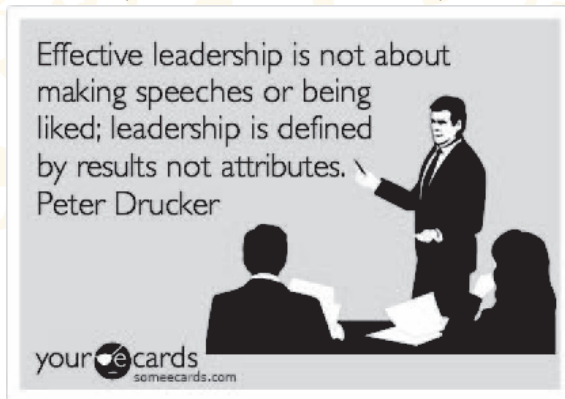
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than be appraised and controlled from the outside. Management by objectives has become an accepted business concept and is probably Drucker's most important contribution. Drucker issued challenges to junior, middle and senior management: "The very term "middle management" is becoming meaningless [as some] will have to learn how to work with people over whom they have no direct line control, to work transnationally, and to create, maintain, and run systems--none of which are traditionally middle management tasks. "It is top management that faces the challenge of setting directions for the enterprise, of managing the fundamentals.

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D Drucker interviewed executives and workers, visited plants, and attended board meetings. While the book focused on General Motors, Drucker went on to discuss the industrial corporation as a social institution and economic policy in the postwar era. He introduced previously unknown concepts such as cooperation between labor and management, decentralization of management, and viewing workers as resources rather than costs. Drucker saw people as a resource, and considered that they would be more able to satisfy customers if they had more involvement in their jobs and gained some satisfaction from doing them. Drucker claimed that an industrial society allows people to realize their dreams of personal achievement and equal opportunity--the need to manage business by balancing a variety of needs and goals, rather than subordinating an institution to a single value. This concept of management by objectives forms the keynote of his 1954 landmark *The Practice of Management*. He referred to decentralization as 'a system of local self government, in which central management tells division managers what to do, but not how to do it. The young executives are given the freedom to make decisions -- and mistakes -- and learn from the experience. Top leaders at General Motors disliked the book and discouraged their executives from reading it. Many other American executives criticized Concept for its challenge to management authority.



E Drucker wasn't immune to criticism. The *Wall Street Journal* researched several of his lectures in 1987 and reported that he was sometimes loose with facts. Drucker was off the mark, for example, when he told an audience that English was the official language for all employees at Japan's Mitsui trading company. And he was known for his prescience. Given the recent involvement of the US government with financial companies, he was probably correct in his forecast when he anticipated, for instance, that the nation's financial center would shift from New York to Washington. Others maintain that one of Drucker's core concepts—"management by objectives"—is flawed and has never really been proven to work effectively. Specifically, critics say that the system is difficult to implement, and that

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companies often wind up overemphasizing control, as opposed to fostering creativity, to meet their goals. Drucker didn't shy away from controversy, either.

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- F** Throughout his career, Drucker expanded his position that management was "a liberal art " and he infused his management advice with interdisciplinary lessons including history, sociology, psychology, philosophy, culture and religion. He also strongly believed that all institutions, including those in the private sector, had a responsibility for the whole society. "The fact is," Drucker wrote in 1973, "that in modern society there is no other leadership group but managers. If the managers of our major institutions, especially in business, do not take responsibility for the common good, no one else can or will." In his books, lectures and interviews, the emergence of knowledge workers is only one of the demographic changes Drucker warns businesses to prepare for. Others include a decreasing birth rate in developed countries, a shift in population from rural to urban centers, shifts in distribution of disposable income and global competitiveness. Drucker believes these changes will have a tremendous impact on business. Drucker held a profound skepticism of macroeconomic theory and contended that economists of all schools fail to explain significant aspects of modern economies. Business "gurus" have come and gone during the last 50 years, but Drucker's message continues to inspire managers. During the 1990s, Drucker wrote about social, political and economic changes of the " postcapitalist" era, which he says are as profound as those of the industrial revolution. In *Managing for the Future: The 1990s and Beyond* (1992), Drucker discussed the emergence of the "knowledge worker" — whose resources include specialized learning or competency rather than land, labor or other forms of capital.

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Questions 14-19

Reading Passage 2 has 6 paragraphs A-F. Choose the correct heading for paragraphs A-F from the list of headings below. Write the correct number: **i-x**, in boxes 14-19 on your answer sheet.

List of Headings

- i** Introducing new management concepts to postwar era
- ii** Ideas that stood the test of time
- iii** Early publications
- iv** Shifting the focus of management in modern manufactures
- v** Thinker and scholar with world-wide popularity
- vi** Drucker's concepts are flawed
- vii** The changing role of employees in management
- viii** Find fault with Drucker
- ix** Iconic view of "management by objectives"

14 Paragraph A

15 Paragraph B

16 Paragraph C

17 Paragraph D

18 Paragraph E

19 Paragraph F



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Questions 20-23

Do the following statements agree with the information given in Reading Passage 2?

In boxes 20-23 on your answer sheet, write

TRUE	<i>if the statement is true</i>
FALSE	<i>if the statement is false</i>
NOT GIVEN	<i>if the information is not given in the passage</i>

20 Drucker believed the employees should enjoy the same status as the employers in a company

21 middle management tasks will change since companies become more complicated and run business globally

22 Drucker strongly support that economists of schools have resources to explain the problems of modern economies at least in a macroeconomics scope

23 Drucker's ideas proposed half a century ago are out of date in modern days

Questions 24-25

Choose **TWO** letters from **A-E**.

Write your answers in boxes 24 and 25 on your answer sheet.

Which **TWO** of the following are true of Drucker's views?

A Managers should be responsible for the common good of the whole society.

B Young executives should be given chances to start from low level jobs

C More emphasis should be laid on fostering the development of the union.

D Management should facilitate workers with tools of self-appraisal instead of controlling them from the outside.

E management should go beyond an isolate discipline as to incorporate ideas with many subjects

Questions 26-27

Choose **TWO** letters from **A-E**.

Write your answers in boxes 26 and 27 on your answer sheet.

Which **TWO** of the following are mentioned in the passage as criticisms to Drucker and his views?

A He did not show enough respect to Japanese employees when he said English was the official language for all employees at Japan's Mitsui trading company.

B His lectures are too broad and lack of being precise and accurate about the facts.

C His concepts helped corporate executives but not average workers.

D His ideas are sometimes impractical and result in opposite outcomes.

E He was overstating the case for knowledge workers when warning businesses to get prepared.

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SECTION 1

You should spend about 20 minutes on Questions 1-13 which are based on the Reading Passage below.

New Agriculture in Oregon, US

A Onion growers in eastern **Oregon** (俄勒冈州) are adopting a system that saves water and keeps topsoil in place, while producing the highest quality "super colossal" onions. Pear growers in southern Oregon have reduced their use of some of the most toxic pesticides by up to two-thirds, and are still producing top-quality pears. Range managers throughout the state have controlled the poisonous weed **tansy** (艾菊) ragwort with insect **predators** (捕食者) and saved the Oregon livestock industry up to \$4.8 million a year.



B These are some of the results Oregon growers have achieved in collaboration with Oregon State University (OSU) researchers as they test new farming methods including integrated pest management (IPM). Nationwide, however, IPM has not delivered results comparable to those in Oregon. A recent U.S. General Accounting Office (GAO) report indicates that while integrated pest management can result in dramatically reduced pesticide use,



the federal government has been lacking in effectively promoting that goal and implementing IPM. Farmers also blame the government for not making the new options of pest management attractive. "Wholesale changes in the way that farmers control the pests on their farms is an expensive business." Tony Brown, of the National Farmers Association says. "If the farmers are given tax breaks to offset the expenditure, then they would willingly accept the new practices." The report goes on to note that even though the use of the riskiest pesticides has declined nationwide, they still make up more than 40

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percent of all pesticides used today; and national pesticide use has risen by 40 million kilograms since 1992. "Our food supply remains the safest and highest quality on Earth but we continue to overdose our farmland with powerful and toxic pesticides and to under-use the safe and effective alternatives," charged Patrick Leahy, who commissioned the report. Green action groups disagree about the safety issue. "There is no way that habitual consumption of foodstuffs grown using toxic chemicals of the nature found on today's farms can be healthy for consumers," noted Bill Bowler, spokesman for Green Action, one of many lobbyists interested in this issue.

- C** The GAO report singles out Oregon's apple and pear producers who have used the new IPM techniques with growing success. Although Oregon is clearly ahead of the nation, scientists at OSU are taking the Government Accounting Office criticisms seriously. "We must continue to develop effective alternative practices that will reduce environmental hazards and produce high quality products," said Paul Jepson, a professor of entomology at OSU and new director of
- D** OSU's Integrated Plant Protection Centre (IPPC). The IPPC brings together scientists from OSU's Agricultural Experiment Station, OSU Extension service, the U.S. Department of Agriculture and Oregon farmers to help develop agricultural systems that will save water and soil, and reduce pesticides. In response to the GAO report, the Centre is putting even more emphasis on integrating research and farming practices to improve Oregon agriculture environmentally and economically.
- E** "The GAO report criticizes agencies for not clearly communicating the goals of IPM," said Jepson. "Our challenge is to greatly improve the communication to and from growers, to learn what works and what doesn't. The work coming from OSU researchers must be adopted in the field and not simply languish in scientific journals."
- F** In Oregon, growers and scientists are working together to instigate new practices. For example, a few years ago scientists at OSU's Malheur Experiment Station began testing a new drip irrigation system to replace old **ditches** (壕沟) that wasted water and washed soil and fertilizer into streams. The new system cut water and fertilizer use by half, kept topsoil in place and protected water quality.

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G In addition, the new system produced crops of very large onions, rated “super colossal” and highly valued by the restaurant industry and food processors. Art Pimms, one of the researchers at Malheur comments: “Growers are finding that when they adopt more environmentally benign practices, they can have excellent results. The new practices benefit the environment and give the growers their success.”

H OSU researchers in Malheur next tested **straw mulch** (稻草覆盖) and found that it successfully held soil in place and kept the ground moist with less irrigation. In addition, and unexpectedly, the scientists found that the mulched soil created a home for beneficial beetles and spiders that prey on onion thrips – a notorious pest in commercial onion fields – a discovery that could reduce the need for pesticides. “I would never have believed that we could replace the artificial pest controls that we had before and still keep our good results,” commented Steve Black, a commercial onion farmer in Oregon, “but instead we have actually surpassed expectations.”

I OSU researchers throughout the state have been working to reduce dependence on **broad spectrum chemical sprays** (广谱化学喷洒) that are toxic to many kind of organisms, including humans. “Consumers are rightly putting more and more pressure on the industry to change its reliance on chemical pesticides, but they still want a picture-perfect product,” said Rick Hilton, entomologist at OSU’s Southern Oregon Research and Extension Centre, where researchers help pear growers reduce the need for highly toxic pesticides. Picture perfect pears are an important product in Oregon and traditionally they have required lots of chemicals. In recent years, the industry has faced stiff competition from overseas producers, so any new methods that growers adopt must make sense economically as well as environmentally. Hilton is testing a growth regulator that interferes with the molting of codling moth **larvae** (幼虫). Another study used **pheromone** (生物信息素) dispensers to disrupt codling moth mating. These and other methods of integrated pest management have allowed pear growers to reduce their use of **organophosphates** (有机磷酸脂) by two-thirds and reduce all other synthetic pesticides by even more and still produce top-quality pears. These and other studies around the state are part of the effort of the IPPC to find alternative farming practices that benefit both the economy and the environment.

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Questions 1-8

Use the information in the passage to match the people (listed A-G) with opinions or deeds below. Write the appropriate letters A-G in boxes 1-8 on your answer sheet.

NB you may use any letter more than once

A Tony Brown

E Art Pimms

B Patrick Leahy

F Steve Black

C Bill Bowler

G Rick Hilton

D Paul Jepson



- 1 There is a double-advantage to the new techniques.
- 2 The work on developing these alternative techniques is not finished.
- 3 Eating food that has had chemicals used in its production is dangerous to our health.
- 4 Changing current farming methods into a new one is not a cheap process.
- 5 Results have exceeded the anticipated goal.
- 6 The research done should be translated into practical projects.
- 7 The U.S. produces the best food in the world nowadays.
- 8 Expectations of end users of agricultural products affect the products.

Questions 9-13

Do the following statements agree with the information given in Reading Passage 1?
In boxes 9-13 on your answer sheet, write

YES	<i>if the statement is true</i>
NO	<i>if the statement is false</i>
NOT GIVEN	<i>if the information is not given in the passage</i>

- 9 Integrated Pest Management has generally been regarded as a success in the across the US.
- 10 Oregon farmers of apples and pears have been promoted as successful examples of Integrated Pest Management.
- 11 The IPPC uses scientists from different organisations globally
- 12 Straw mulch experiments produced unplanned benefits.
- 13 The apple industry is now facing a lot of competition from abroad.

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SECTION 1

You should spend about 20 minutes on Questions 1-13 which are based on Reading Passage below.

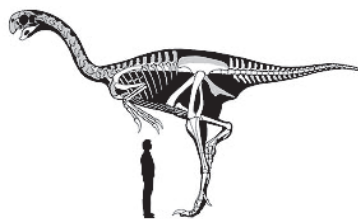
Terminated Dinosaur Era

A The age of dinosaurs, which ended with the cataclysmic bang of a meteor impact 65 million years ago, may also have begun with one. Researchers found recently the first direct, though tentative, geological evidence of a meteor impact 200 million years ago, coinciding with a mass extinction that eliminated half of the major groups of life and opened the evolutionary door for what was then a relatively small group of animals: dinosaurs.



B The cause and timing of the ascent of dinosaurs has have been much debated. It has been impossible to draw any specific conclusions because the transition between the origin of dinosaurs and their ascent to dominance has not been sampled in detail. "There is a geochemical signature of something important happening, probably an asteroid impact, just before the time in which familiar dinosaur-dominated communities appear," said Dr. Paul E. Olsen, a professor of earth and environmental sciences at Columbia University's Lamont-Doherty Earth Observatory in Palisades, N.Y.

C Olsen and his colleagues studied vertebrate fossils from 80 sites in four different ancient rift basins, part of a chain of rifts that formed as North America began to split apart from the supercontinent that existed 230- 190 million years ago. In the layer of rock corresponding to the extinction, the scientists found elevated amounts of the rare element **iridium** (元素, 铱). A precious metal belonging to the platinum group of elements, iridium is more abundant in meteorites than in rocks



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- D On Earth, A similar spike of iridium in 65 million-year-old rocks gave rise in the 1970s to the theory that a meteor caused the demise of the dinosaurs. That theory remained controversial for years until it was corroborated by other evidence and the impact site was found off the



Yucatan Peninsula. Scientists will need to examine the new **iridium** anomaly similarly. The levels are only about one-tenth as high as those found at the later extinction. That could mean that the meteor was smaller or contained less iridium or that a meteor was not involved--iridium can also come from the Earth's interior, belched out

by volcanic eruptions. Dr. Michael J. Benton, a professor of vertebrate paleontology at the University of Bristol in England, described the data as "the first reasonably convincing evidence of an iridium spike".

- E The scientists found more evidence of rapid extinction in a database of 10,000 fossilized footprints in former lake basins from Virginia to Nova Scotia. Although individual species cannot usually be identified solely from their footprints — the tracks of a house cat, for example, resemble those of a baby tiger — footprints are much more plentiful than fossil bones and can provide a more complete picture of the types of animals walking around. "It makes it very easy for us to tell the very obvious signals of massive fauna change," Dr. Olsen said. Because the sediment piles up quickly in lake basins, the researchers were able to assign a date to each footprint, based on the layer of rock where it was found. They determined that the mix of animals walking across what is now the East Coast of North America changed suddenly about 200 million years ago.

- F The tracks of several major reptile groups continue almost up to the layer of rock marking the end of **the Triassic geologic period** (三叠纪) 202 million years ago, and then vanish in younger layers from **the Jurassic period** (白垩纪). "I think the footprint methodology is very novel and very exciting," said Dr. Peter D. Ward, a professor of geology at the University of Washington. He called the data "very required more research. Last year, researchers led by Dr. Ward reported that the types of carbon in rock changed abruptly at this time, indicating a sudden dying off of plants over less than 50,000 years. The footprint research reinforces the hypothesis that the extinction was sudden.

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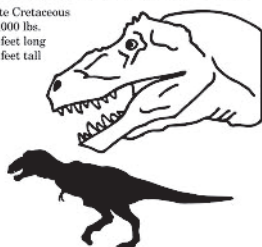
G Several groups of dinosaurs survived that extinction, and the footprints show that new groups emerged soon afterward. Before the extinction, about one-fifth of the footprints were left by dinosaurs; after the extinction, more than half were from dinosaurs. The changes, the researchers said, occurred within 30,000 years—a geological blink of an eye. The scientists postulate that the asteroid or comet impact and the resulting death of Triassic competitors allowed a few groups of carnivorous dinosaurs to evolve in size very quickly and dominate the top of the terrestrial food chain globally.

H Among the creatures that disappeared in the extinction were the dominant predators at the time: 15-foot-long **rauisuchians** (劳鳄目) with great knife-like teeth and **phytosaurs** (植蜥类) that resembled large crocodiles. Dinosaurs first evolved about 230 million years ago, but they were small, competing in a crowded ecological niche. Before the extinction 200 million years ago, the largest of the meat-eating dinosaurs were about the size of large dogs. Not terribly impressive." Dr. Olsen said. The dinosaurs quickly grew. The



TYRANNOSAURUS REX

Late Cretaceous
15,000 lbs.
39 feet long
18 feet tall



toe-to-heel length of the foot of a meat eater from the Jurassic period was on average 20 percent longer than its Triassic ancestor. Larger feet can carry bigger bodies; the scientists infer the dinosaurs doubled in weight, eventually evolving into fearsome **velociraptors** (迅猛龙), **Tyrannosaurus rex** (霸王龙) and other large carnivorous dinosaurs.

I The spurt in evolution is similar to the rise of mammals after the extinction of dinosaurs. Mammals, no larger than small dogs during the age of dinosaurs, diversified into tigers, elephants, whales and people after the reptilian competition died away. The success of the dinosaurs after the Triassic-Jurassic extinction may be why they did not survive the second extinction. "Small animals always do better in catastrophic situations, Dr. Olsen said, because they can survive on smaller amounts of food." He also pointed out that scientists now believe the small dinosaurs did survive. "We just call them birds," he said.

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Question 1-6

Use the information in the passage to match the people (listed A- C) with opinions or deeds (listed 1-6) below.

Write the appropriate letter (A-C) in boxes 1-6 on your answer sheet.

A Paul Olsen

B Michael Benton

C Peter Ward



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- 1 Large animals are in a disadvantageous position when disasters happen.
- 2 Radical changes in carbon types are related to massive extinction of vegetation.
- 3 The changes in earth's animal species become easier to identify by adding footprint investigation.
- 4 Geochemical evidence suggests an asteroid impact before dinosaurs appeared.
- 5 Footprint study is a way of research.
- 6 Persuasive clues of an iridium spike were discovered for the first time.



Question 7-13

Do the following statements agree with the information given in Reading Passage?

In boxes 7-13 on your answer sheet write

TRUE	<i>if the statement is true</i>
FALSE	<i>if the statement is false</i>
NOT GIVEN	<i>if the information is not given in the passage</i>

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- 7 The rare element, iridium, was presented both on earth and in meteorites.
- 8 The meteor impact theory had been suspected before the discovery of the impact site and other supporting evidence.
- 9 Footprints are of little value in providing information, in comparison to fossil bones, because individual species cannot be identified with footprints.
- 10 According to scientists, the transition to a dinosaur-dominated era took place very quickly by geological time scales.
- 11 The creatures that disappeared in the extinction were the dominantly the 15-foot-long rauisuchians and large crocodiles.
- 12 Tyrannosaurus rex was larger in body size than other carnivorous dinosaurs.
- 13 Large dinosaurs died out but small ones evolved and competed with birds and mammals.

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SECTION 3

Extinct: the Giant Deer

(麋鹿灭绝)

Toothed cats, mastodons, giant sloths, woolly rhinos, and many other big, shaggy mammals are widely thought to have died out around the end of the last ice age, some 10,500 years ago.

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- A** The Irish elk is also known as the giant deer (*Megaloceros giganteus*). Analysis of ancient bones and teeth by scientists based in Britain and Russia show the huge herbivore survived until about 5,000 B.C.—more than three millennia later than previously believed. The research team says this suggests additional factors, besides climate change, probably hastened the giant deer's eventual extinction. The factors could include hunting or habitat destruction by humans.

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- B** The Irish elk, so-called because its well-preserved remains are often found in lake sediments under peat bogs in Ireland, first appeared about 400,000 years ago in Europe and central Asia. Through a combination of radiocarbon dating of skeletal remains and the mapping of locations where the remains were unearthed, the team shows the Irish elk was widespread across Europe before the last "big freeze." The deer's range later contracted to the Ural Mountains, in modern-day Russia, which separate Europe from Asia.

- C** The giant deer made its last stand in western Siberia, some 3,000 years after the ice sheets receded, said the study's co-author, Adrian Lister, professor of palaeobiology at University College London, England. "The



eastern foothills of the Urals became very densely forested about 8,000 years ago, which could have pushed them on to the plain," he said. He added that pollen analysis indicates the

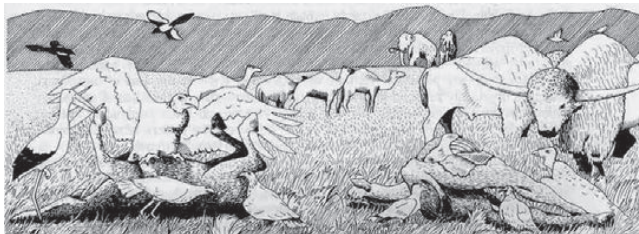
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region then became very dry in response to further climactic change, leading to the loss of important food plants. "In combination with human pressures, this could have finally snuffed them out," Lister said.

- D** Hunting by humans has often been put forward as a contributory cause of extinctions of the Pleistocene mega fauna. The team, though, said their new date for the Irish elk's extinction hints at an additional human-made problem—habitat destruction. Lister said, "We haven't got just hunting 7,000 years ago—this was also about the time the first Neolithic people settled in the region. (*IELTS test papers offered by ipredicting.com, copyright*) They were farmers who would have cleared the land." The presence of humans may help explain why the Irish elk was unable to tough out the latest of many climatic fluctuations—periods it had survived in the past.

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- E** Meanwhile, Lister cast doubt on another possible explanation for the deer's demise—the male's huge antlers. Some scientists have suggested this exaggerated feature—the result of females preferring stags with the largest antlers, possibly because they advertised a male's fitness—contributed to the mammal's downfall. They say such antlers would have been a serious inconvenience in the dense forests that spread northward after the last ice age. But, Lister said, "That's a hard argument to make, because the deer previously survived perfectly well through wooded interglacials [warmer periods between ice ages]." Some research has suggested that a lack of sufficient high-quality forage caused the



extinction of the elk. High amounts of calcium and phosphate compounds are required to form antlers, and therefore

large quantities of these minerals are required for the massive structures of the Irish Elk. The males (and male deer in general) met this requirement partly from their bones, replenishing them from food plants after the antlers were grown or reclaiming the nutrients from discarded antlers (as has been observed in extant deer). Thus, in the antler growth phase, Giant Deer were suffering from a condition similar to osteoporosis. When the climate changed at the end of the last glacial period, the vegetation in the animal's habitat also changed towards species that presumably could not deliver sufficient amounts of the required minerals, at least in the western part of its range.

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F The extinction of megafauna around the world was almost completed by the end of the last ice age. It is believed that megafauna initially came into existence in response to glacial conditions and became extinct with the onset of warmer climates. Tropical and subtropical areas have experienced less radical climatic change. The most dramatic of these changes was the transformation of a vast area of north Africa into the world's largest desert. Significantly, Africa escaped major faunal extinction as did tropical and sub-tropical Asia. The human exodus from Africa and our entrance into the Americas and Australia were also accompanied by climate change. Australia's climate changed from cold-dry to warm-dry. As a result, surface water became scarce. Most inland lakes became completely dry or dry in the warmer seasons. Most large, predominantly browsing animals lost their habitat and retreated to a narrow band in eastern Australia, where there was permanent water and better vegetation. Some animals may have survived until about 7000 years ago. If people have been in Australia for up to 60 000 years, then megafauna must have co-existed with humans for at least 30 000 years. Regularly hunted modern kangaroos survived not only 10 000 years of Aboriginal hunting, but also an onslaught of commercial shooters.

G The group of scientists led by A.J. Stuart focused on northern Eurasia, which he was taking as Europe, plus Siberia, essentially, where they 've got the best data that animals became extinct in Europe during the Late Pleistocene. Some cold-adapted animals, go through into the last part of the cold stage, and then become extinct up there. So you've actually got two phases of extinction. Now, neither of these coincide -- these are Neanderthals here being replaced by modern humans. There's no obvious coincidence between the arrival of humans or climatic change alone and these extinctions. There's a climatic change here, so there's a double effect here. Again, as animals come through to the last part of the cold stage, here there's a fundamental change in the climate, reorganization of vegetation, and the combination of the climatic change and the presence of humans -- of advanced Paleolithic humans -- causes this wave of extinction. There's a profound difference between the North American data and that of Europe, which summarize that the extinctions in northern Eurasia, in Europe, are moderate and staggered, and in North America severe and sudden. And these things relate to the differences in the timing of human arrival. The extinctions follow from human predation, but only at times of fundamental changes in the environment.

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Questions 28-32

Summary

Complete the following summary of the paragraphs of Reading Passage, using **no more than three words** from the Reading Passage for each answer. Write your answers in boxes **28-32** on your answer sheet.

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Having been preserved well in Europe and central Asia, the remains of the Irish elk was initially found approximately ____28____. Around ____29____, they were driven to live in the plain after being restricted to the Ural Mountains. Hunting was considered as one of the important factors of Irish elk's extinction, people have not started hunting until ____30____ when Irish elk used to get through under a variety of climatic fluctuations. (IELTS test papers offered by ipredicting.com, copyright) The huge antlers may possibly contribute to the reason why Irish elk extinct, which was highly controversial as they live pleasantly over the span of ____31____. Generally, it is well-known that, at the last maximum ice age, mammals become extinct about ____32____.



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Questions 33-35

Answer the questions below.

Choose **NO MORE THAN THREE WORDS AND/OR A NUMBER** from the passage for each answer.

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33. What kind of physical characteristics eventually contributed to the extinction of Irish elk?
34. What kind of nutrient substance needed in maintaining the huge size of Irish elk?
35. What geographical evidence suggested the advent of human resulted in the extinction of Irish elk?

Questions 36-39 Matching

choose the letter A-D and fill in box 37-39

A Eurasia	B Australia	C Asia	D Africa
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- 36 the continents where humans imposed little impact on large mammals extinction
- 37 the continents where the climatic change was mild and fauna remains
- 38 the continents where both humans and climatic change are the causes
- 39 the continents where the climatic change along caused a massive extinction

40 Which statement is true according to the Stuart team's finding?

- A Neanderthals rather than modern humans caused the extinction in Europe
- B Paleolithic humans in Europe along kill the big animals such as Giant deer
- C climatic change was not solely responsible for the mega fauna extinction in Europe
- D moderate and staggered extinction was mainly the result of fundamental climatic change

雅思阅读真题 Version 23205

SECTION 3

TV Addiction 2

A Excessive cravings do not necessarily involve physical substances. Gambling can become compulsive; sex can become obsessive. One activity, however, stands out for its prominence and ubiquity--the world's most popular pastime, television. Most people admit to having a love-hate relationship with it. They complain about the "boob tube" and "couch potatoes," then they settle into their sofas and grab the remote control. Parents commonly fret about their children's viewing (if not their own). Even researchers who study TV for a living marvel at the medium's hold on them personally. Percy Tannenbaum of the University of California at Berkeley has written: "Among life's more embarrassing moments have been countless occasions when I am engaged in conversation in a room while a TV set is on, and I cannot for the life of me stop from periodically glancing over to the screen. This occurs not only during dull conversations but during reasonably interesting ones just as well."

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- B Scientists have been studying the effects of television for decades, generally focusing on whether watching violence on TV correlates with being violent in real life. Less attention has been paid to the basic allure of the small screen--the medium, as opposed to the message.
- C The term "TV addiction" is imprecise and laden with value judgments, but it captures the essence of a very real phenomenon. Psychologists and psychiatrists formally define substance dependence as a disorder characterized by criteria (n.标准) that include spending a great deal of time using the substance; using it more often than one intends; thinking about reducing use or making repeated unsuccessful efforts to reduce use; giving up important social, family or occupational activities to use it; and reporting withdrawal symptoms when one stops using it.

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D All these criteria can apply to people who watch a lot of television. That does not mean that watching television, per se, is problematic. Television can teach and amuse; it can reach aesthetic heights; it can provide much needed distraction and escape. The difficulty arises when people strongly sense that they ought not to watch as much as they do and yet find themselves strangely unable to reduce their viewing. Some knowledge of how the medium exerts its pull may help heavy viewers gain better control over their lives.

E The amount of time people spend watching television is astonishing. On average, individuals in the industrialized world devote three hours a day to the pursuit--fully half of their leisure time, and more than on any single activity save work and sleep. At this rate, someone who lives to 75 would spend nine years in front of the tube. To some commentators, this devotion means simply that people enjoy TV and make a conscious (adj.有意识的) decision to watch it. But if that is the whole story, why do so many people experience misgivings about how much they view? In Gallup polls in 1992 and 1999, two out of five adult respondents and seven out of 10 teenagers said they spent too much time watching TV. Other surveys have consistently shown that roughly 10 percent of adults call themselves TV addicts.



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F What is it about TV that has such a hold on us? In part, the attraction seems to spring from our biological ‘orienting response.’ First described by Ivan Pavlov in 1927, the orienting response is our instinctive visual or auditory reaction to any sudden or novel stimulus. It is part of our evolutionary heritage, a built-in sensitivity to movement and potential predatory threats.

G In 1986 Byron Reeves of Stanford University, Esther Thorson of the University of Missouri and their colleagues began to study whether the simple formal features of television--cuts, edits, zooms (缩放), pans, sudden noises—activate the orienting response, thereby keeping attention on the screen. By watching how brain waves were affected by formal features, the researchers concluded that these stylistic tricks can indeed trigger involuntary responses and ‘derive their attention-al value through the evolutionary significance of detecting movement.... It is the form, not the content, of television that is unique.’

H The orienting response may partly explain common viewer remarks such as: “If a television is on, I just can’t keep my eyes off it,” “I don’t want to watch as much

as I do, but I can't help it," and "I feel hypnotized when I watch television." In the years since Reeves and Thorson published their pioneering work, researchers have delved deeper. Annie Lang's research team at Indiana University has shown that heart rate decreases for four to six seconds after an orienting stimulus. In ads, action sequences and music videos, formal features frequently come at a rate of one per second, thus activating the orienting response continuously.

I Lang and her colleagues have also investigated whether formal features affect people's memory of what they have seen. In one of their studies, participants watched a program and then filled out a score sheet. Increasing the frequency of edits (defined here as a change from one camera angle to another in the same visual scene) improved memory recognition, presumably because it focused attention on the screen. Increasing the frequency of cuts--changes to a new visual scene--had a similar effect but only up to a point. If the number of cuts exceeded 10 in two minutes, recognition dropped off sharply.

J Producers of educational television for children have found that formal features can help learning. But increasing the rate of cuts and edits eventually overloads the brain. Music videos and commercials that use rapid intercutting of unrelated scenes are designed to hold attention more than they are to convey information. People may remember the name of the product or band, but the details of the ad itself float in one ear and out the other. The orienting response is overworked. Viewers still attend to the screen, but they feel tired and worn out, with little compensating psychological reward. Our ESM findings show much the same thing.



K Sometimes the memory of the product is very subtle. Many ads today are deliberately oblique: they have an engaging story line, but it is hard to tell what they are trying to sell. Afterward you may not remember the product consciously. Yet advertisers believe that if they have gotten your attention, when you later go to the store you will feel better or more comfortable with a given product because you have a vague recollection of having heard of it.

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You should spend about 20 minutes on question 27-40, which are based on reading passage 3 on the following pages.

Questions 27-30

Do the following statements agree with the claims of the writer in Reading Passage?

In boxes 27-30 on your answer sheet, write

TRUE	<i>if the statement is true</i>
FALSE	<i>if the statement is false</i>
NOT GIVEN	<i>if the information is not given in the passage</i>

- 27 Even researcher find sometimes it is more interesting in watching TV than talking with others in personal experience
- 28 Information medium as TV has always been the priority for scientific research.
- 29 It is partially unscientific to use the term 'TV addiction'.
- 30 Children do not know why they exercise too little.

Questions 31-33

Choose **THREE** letters, **A-F**.

Write the correct letters in boxes 31-33 on your answer sheet.



Which **THREE** of the following are benefits of watching TV?

- A artistic inspiration
- B family reunion
- C relieve stress
- D learn knowledge and education
- E work efficiency
- F ease communicative conflict

Questions 34-37

Look at the following researchers (Questions 34-37) and the list of statements below.

Match each researcher with the correct statements.

Write the correct letter A-G in boxes 34-37 on your answer sheets.

- 34 Percy Tannenbaum**
- 35 Ivan Pavlov**
- 36 Byron Reeves and Esther Thorson**
- 37 Annie Lang**

List of Statements

- A It is the specific media formal characteristic that counts.
- B TV distraction shows human physical reaction to a new and prompted stimulus
- C Conveying information is the most important thing.
- D It is hard to ignore the effects of TV.
- E Whether people can remember deeper of the content relates with the format.
- F The heart rate remains stable when watching.
- G Clinically reliance on TV does not meet the criteria of an addiction.

Questions 38-40

*Complete the following summary of the paragraphs of Reading Passage 1, using **NO MORE THAN TWO WORDS** from the Reading Passage for each answer.*

Write your answers in boxes 38-40 on your answer sheet.

TV is becoming a worldwide 38..... Some people love it and spend a great deal of time watching it. According to some surveys, a small group even claim themselves as 39..... One researcher believes that this attraction comes from our human instinct, described as 40.....which is built in part of our physiological evolution.

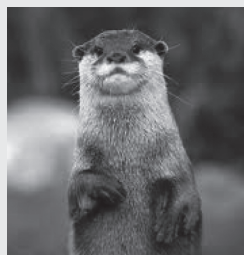
雅思阅读真题 Version 23305

SECTION 1

Otter 水獭

试卷原文在此基础上有删减

- A Otters have long, thin bodies and short legs - ideal for pushing through dense undergrowth or hunting in tunnels. An adult male may be up to 4 feet long and 30lbs. Females are smaller typically. The Eurasian otter's nose is about the smallest among the otter species and has a characteristic shape described as a shallow 'W'. An otter's tail (or rudder, or stern) is stout at the base and tapers towards the tip where it flattens. This forms part of the propulsion unit when swimming fast under water. Otter fur consists of two types of hair: stout guard hairs which form a waterproof outer covering, and under-fur which is dense and fine, equivalent to an otter's thermal underwear. The fur must be kept in good condition by grooming. Sea water reduces the waterproofing and insulating qualities of otter fur when salt water in the fur. This is why freshwater pools are important to otters living on the coast. After swimming, they wash the salts off in the pools and then squirm on the ground to rub dry against vegetation.



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- B Scent is used for hunting on land, for communication and for detecting danger. **Otterine** sense of smell is likely to be similar in sensitivity to dogs. Otters have small eyes and are probably short-sighted on land. But they do have the ability to modify the shape of the lens in the eye to make it more spherical, and hence overcome the refraction of water. In clear water and good light, otters can hunt fish by sight. The otter's eyes and nostrils are placed high on its head so that it can see and breathe even when the rest of the body is submerged. Underwater, the otter holds its legs against the body, except for steering, and the hind end of the body is flexed in a series of vertical undulations. River otters have webbing which extends for much of the length of each digit, though not to the very end. Giant otters and sea otters have even more prominent webs, while the Asian short-clawed otter has no webbing - they hunt for shrimps in ditches and paddy fields so they

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don't need the swimming speed. Otter ears are tiny for streamlining, but they still have very sensitive hearing and are protected by valves which close them against water pressure.

- C A number of constraints and preferences limit suitable habitats for otters. Water is a must and the rivers must be large enough to support a healthy population of fish. Being such shy and wary creatures, they will prefer territories where man's activities do not impinge greatly. Of course, there must also be no other otter already in residence - this has only become significant again recently as populations start to recover. Coastal otters have a much more abundant food supply and ranges for males and females may be just a few kilometres of coastline. Because male ranges are usually larger a male otter may find his range overlaps with two or three females - not bad! Otters will eat anything that they can get hold of - there are records of sparrows and snakes and slugs being gobbled. Apart from fish the most common prey are crayfish, crabs and water birds. Small mammals are occasionally taken, most commonly rabbits but sometimes even moles.



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- D Eurasian otters will breed any time where food is readily available. In places where condition is more severe,



Sweden for example where the lakes are frozen for much of winter, cubs are born in spring. This ensures that they are well grown before severe weather returns. In the Shetlands, cubs are

born in summer when fish is more abundant. Though otters can breed every year, some do not. Again, this depends on food availability. Other factors such as food range and quality of the female may have an effect. Gestation for Eurasian otter is 63 days, with the exception of *Lutra canadensis* (北美水獭) whose embryos may undergo delayed implantation. Otters normally give birth in more secure dens to avoid disturbances. Nests are lined with bedding to keep the cubs warm while mummy is away feeding.

- E Litter Size varies between 1 and 5. For some unknown reason, coastal otters tend to produce smaller litters. At five weeks they open their eyes - a tiny cub of 700g. At seven weeks they're weaned onto solid food. At ten weeks they leave the nest, blinking into daylight for the first time. After three months they finally meet the water and learn to swim. After eight months they are hunting, though the mother still provides a lot of food herself.

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Finally, after nine months she can chase them all away with a clear conscience, and relax - until the next **fella** (伙伴, 哥们) shows up.

F The plight of the British otter was recognised in the early 60s, but it wasn't until the late 70s that the chief cause was discovered. **Pesticides** (*IELTS test papers offered by ks.ipredicting.com, copyright*), such as dieldrin and aldrin, were first used in 1955 in agriculture and other industries - these chemicals are very persistent and had already been recognised as the cause of huge declines in the population of peregrine falcons, sparrow hawks and other predators. The pesticides entered the river systems and the food chain - micro-organisms, fish and finally otters, with every step increasing the concentration of the chemicals. From 1962 the chemicals were phased out, but while some species recovered quickly, otter numbers did not - and continued to fall into the 80s. This was probably due mainly to habitat destruction and road deaths. Acting on populations fragmented by the sudden decimation in the 50s and 60s, the loss of just a handful of otters in one area can make an entire population unviable and spell the end.


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G Otter numbers are recovering all around Britain - populations are growing again in the few areas where they had remained and have expanded from those areas into the rest of the country. This is almost entirely due to legislation, conservation efforts, slowing down and reversing the destruction of suitable otter habitat and reintroductions from captive breeding programs. Releasing captive-bred otters is seen by many as a last resort. The argument runs that where there is no suitable habitat for them they will not survive after release and where there is suitable habitat, natural populations should be able to expand into the area. However, reintroducing animals into a fragmented and fragile population may add just enough impetus for it to stabilise and expand, rather than die out. This is what the Otter Trust accomplished in Norfolk, where the otter population may have been as low as twenty animals at the beginning of the 1980s. The Otter Trust has now finished its captive breeding program entirely, great news because it means it is no longer needed.

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Questions 1-8

The reading Passage has seven paragraphs A-G.

Which paragraph contains the following information?

Write the correct letter A-G in boxes 1-8 on your answer sheet.

NB You may use any letter more than once.

题号顺序和试卷不保证 100%一致，但提干内容基本吻合

- 1 social characteristic and restraint on the territory of otter
- 2 The fitness-purpose of otter's body
- 3 Conservation and law can really make a difference
- 4 The maturation stages of baby otters' development
- 5 The mention of a degenerated sense from underwater to on land
- 6 Breeding habit chosen as strategy for combating cold
- 7 controversy arises to argument and example for a conservation resort
- 8 failure in recovering project due to agricultural practice around habitat



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Questions 9-13

Answer the questions below.

Choose NO MORE THAN THREE WORDS AND/OR A NUMBER from the passage for each answer.

9 Waterproof designed fur is to protect otter from corrosion of what?

10 Which sense is the weakest of otters?

11 What special ability does *Asian short-clawed otter* NOT need much during prey?

12 Which species of otters occupy the small areas to take activities?

13 What kind of mammals does otter **sometimes** eat (as supplement) ?

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SECTION 1

The Dinosaurs Footprints and Extinction

- A **EVERYBODY** knows that the dinosaurs were killed by an asteroid. Something big hit the earth 65 million years ago and, when the dust had fallen, so had the great reptiles. There is thus a nice, if ironic, symmetry in the idea that a similar impact brought about the dinosaurs' rise. That is the thesis proposed by Paul Olsen, of Columbia University, and his colleagues in this week's Science.



- B Dinosaurs first appear in the fossil record 230m years ago, during the Triassic period. But they were mostly small, and they shared the earth with lots of other sorts of reptile. It was in the subsequent Jurassic, which began 202million years ago, that they overran the planet and turned into the monsters depicted in the book and movie "Jurassic Park". (Actually, though, the dinosaurs that appeared on screen were from the still more recent **Cretaceous** (白垩纪) period.) Dr Olsen and his colleagues are not the first to suggest that the dinosaurs inherited the earth as the result of an asteroid strike. But they are the first to show that the takeover did, indeed, happen in a geological eyeblink.

- C Dinosaur skeletons are rare. Dinosaur footprints are, however, surprisingly abundant. And the sizes of the prints are as good an indication of the sizes of the beasts as are the skeletons themselves. Dr Olsen and his colleagues therefore concentrated on prints, not bones.

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- D The prints in question were made in eastern North America, a part of the world then full of rift valleys similar to those in East Africa today. Like the modern

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African rift valleys, the **Triassic** (n. 三叠纪) /Jurassic American ones contained lakes, and these lakes grew and shrank at regular intervals because of climatic changes caused by periodic shifts in the earth's orbit. (A similar phenomenon is responsible for modern ice ages.) That regularity, combined with reversals in the earth's magnetic field, which are detectable in the tiny fields of certain magnetic minerals, means that rocks from this place and period can be dated to within a few thousand years. As a bonus, **squishy** (adj. 粘糊糊的) lake-edge sediments are just the things for recording the tracks of passing animals. By dividing the labour between themselves, the ten authors of the paper were able to study such tracks at 80 sites.

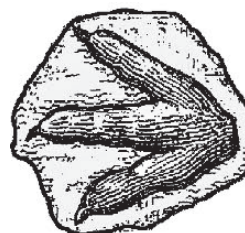
E The researchers looked at 18 so-called **ichnotaxa** (群落). These are recognisable types of footprint that cannot be matched precisely with the species of animal that left them. But they can be matched with a general sort of animal, and thus act as an indicator of the fate of that group, even when there are no bones to tell the story. Five of the ichnotaxa disappear before the end of the Triassic, and four march confidently across the boundary into the Jurassic. Six, however, vanish at the boundary, or only just splutter across it; and three appear from nowhere, almost as soon as the Jurassic begins.

F That boundary itself is suggestive. The first geological indication of the impact that killed the dinosaurs was an unusually high level of iridium in rocks at the end of the Cretaceous, when the beasts disappear from the fossil record. Iridium is normally rare at the earth's surface, but it is more abundant in meteorites. When people began to believe the impact theory, they started looking for other Cretaceous-end anomalies. One that turned up was a surprising abundance of fern spores in rocks just above the boundary layer—a phenomenon known as a "**fern spike**". (n. 蕨类)

G That matched the theory nicely. Many modern ferns are opportunists. They cannot compete against plants with leaves, but if a piece of land is cleared by, say, a volcanic eruption, they are often the first things to set up shop there. An asteroid strike would have scoured much of the earth of its vegetable cover, and provided a paradise for ferns. A fern spike in the rocks is thus a good indication that something terrible has happened.

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H Both an **iridium** (n. 铱) anomaly and a fern spike appear in rocks at the end of the Triassic, too. That accounts for the disappearing ichnotaxa: the creatures that made them did not survive the holocaust. The surprise is how rapidly the new ichnotaxa appear.



I Dr Olsen and his colleagues suggest that the explanation for this rapid increase in size may be a phenomenon called ecological release. This is seen today when reptiles (which, in modern times, tend to be small creatures) reach islands where they face no competitors. The most spectacular example is on the Indonesian island of Komodo, where local lizards have grown so large that they are often referred to as dragons. The dinosaurs, in other words, could flourish only when the competition had been knocked out.

J That leaves the question of where the impact happened. No large hole in the earth's crust seems to be 202m years old. It may, of course, have been overlooked. Old craters are eroded and buried, and not always easy to find. Alternatively, it may have vanished. Although continental crust is more or less permanent, the ocean floor is constantly recycled by the tectonic processes that bring about continental drift. There is no ocean floor left that is more than 200m years old, so a crater that formed in the ocean would have been swallowed up by now.

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K There is a third possibility, however. This is that the crater is known, but has been misdated. The Manicouagan "structure", a crater in Quebec, is thought to be 214m years old. It is huge—some 100km across—and seems to be the largest of between three and five craters that formed within a few hours of each other as the lumps of a disintegrated comet hit the earth one by one.



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Questions 1-6

Do the following statements agree with the information given in Reading Passage 1?

In boxes 1-6 on your answer sheet, write

YES	<i>if the statement agrees with the information</i>
NO	<i>if the statement contradicts the information</i>
NOT GIVEN	<i>if there is no information on this</i>

- 1 Dr Paul Olsen and his colleagues believe that asteroid knock may also lead to dinosaurs' boom.
- 2 Books and movie like *Jurassic Park* often exaggerate the size of the dinosaurs.
- 3 Dinosaur footprints are more adequate than dinosaur skeletons.
- 4 The prints were chosen by Dr Olsen to study because they are more detectable than earth magnetic field to track a date of geological precise within thousands years.
- 5 Ichnotaxa showed that footprints of dinosaurs offer exact information of the trace left by an individual species.
- 6 We can find more Iridium in the earth's surface than in meteorites.

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Questions 7-13

Complete the following summary of the paragraphs of Reading Passage, using **no more than two** words from the Reading Passage for each answer. Write your answers in boxes **7-13** on your answer sheet.

Dr Olsen and his colleagues applied a phenomenon named.....7..... to explain the large size of the Eubrontes, which is a similar case to that nowadays reptiles invade a place where there are no8..... ; for example, on an island called Komodo, indigenous huge lizards grow so big that people even regarding them as9.....

However, there were no old impact trace being found? The answer may be that we have10..... the evidence. Old craters are difficult to spot or it probably11..... due to the effect of the earth moving. Even a crater formed in Ocean had been12..... under the impact of crust movement. Beside, the third hypothesis is that the potential evidences --- some craters may be13.....

雅思阅读真题 Version 23309

SECTION 1

Timekeeper 2

Invention of Marine Chronometer

- A It was, as Dava Sobel has described a phenomenon: ‘the greatest scientific problem of the age’. The reality was that in the 18th century no one had ever made a clock that could

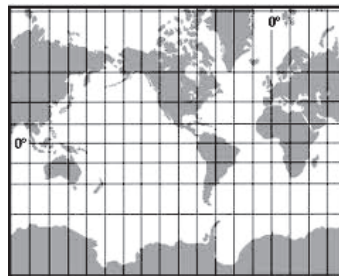


suffer the great rolling and pitching of a ship and the large changes in temperature whilst still keeping time accurately enough to be of any use. Indeed, most of the scientific community thought such clock impossibility. Knowing one's position on the earth requires two very simple but essential

coordinates; rather like using a street map where one thinks in terms of how far one is up/down and how far side to side.

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- B The longitude is a measure of how far around the world one has come from home and has no naturally occurring base line like the equator. The crew of a given ship was naturally only concerned with how far round they were from their own particular home base. Even when in the middle of the ocean, with no land in sight, knowing this longitude position is very simple in theory. The key to knowing how far around the world you are from home is to know, at that very moment, what time it is back home. A comparison with your local time (easily found by checking the position of the Sun) will then tell you the time difference between you and home, and thus how far round the Earth you are from home.

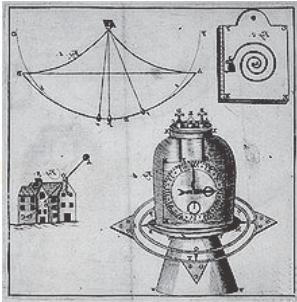


- C Up until the middle of the 18th century, navigators had been unable to determine their position at sea with accuracy and they faced the huge attendant risks of shipwreck or running out of supplies before reaching their destination. The angular position of Moon and other bright stars was recorded in three-hour intervals of **Greenwich Time**. In order to determine longitude, sailors had to measure the angle between Moon centre and a given star – lunar distance – together with height of both

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planets using the naval **sextant**. The sailors also had to calculate the Moon's position if seen from the centre of Earth. Time corresponding to **Greenwich Time** was determined using the **nautical almanac**. Then the difference between the obtained time and local time served for calculation in longitude from Greenwich. The great flaw in this 'simple' theory was – how does the sailor know time back home when he is in the middle of an ocean?

- D The obvious and again simple answer is that he takes an accurate clock with him, which he sets to home time before leaving. All he has to do is keep it wound up and running, and he must never reset the hands throughout the voyage. This clock then provides 'home time', so if, for example, it is midday on board your ship and your 'home time' clock says that at that same moment it is midnight at home, you know immediately there is a twelve hour time-difference and you must be exactly round the other side of the world, 180 degrees of longitude from home.



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- E After 1714 when the British government offered the huge sum of £20,000 for a solution to the problem, with the prize to be administered by the splendidly titled Board of Longitude. The Government prize of £20,000 was the highest of three sums on offer for varying degrees of accuracy, the full prize only payable for a method that could find the longitude at sea within half a degree. If the solution was to be by timekeeper (and there were other methods since the prize was offered for any solution to the problem), then the timekeeping required to achieve this goal would have to be within 2.8 seconds a day, a performance considered impossible for any clock at sea and unthinkable for a watch, even under the very best conditions.

- F It was this prize, worth about £2 million today, which inspired the self-taught Yorkshire carpenter, John Harrison, to attempt a design for a practical marine clock. During the latter part of his early career, he worked with his younger brother James. Their first major project was a revolutionary **turret clock** (塔楼钟) for the stables at Brocklesby Park, seat of the Pelham family. The clock was revolutionary because it required no lubrication. 18th century clock oils were uniformly poor and one of the major causes of failure in clocks of the period. Rather than concentrating on improvements to the oil, Harrison designed a clock which didn't need it. In 1730 Harrison created a description and drawings for a proposed marine clock to compete for the Longitude



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Prize and went to London seeking financial assistance. He presented his ideas to Edmond Halley, the Astronomer Royal. Halley referred him to George Graham, the country's foremost clockmaker. He must have been impressed by Harrison, for Graham personally loaned Harrison money to build a model of his marine clock. It took Harrison five years to build Harrison Number One or H1. He demonstrated it to members of the Royal Society who spoke on his behalf to the Board of Longitude. The clock was the first proposal that the Board considered to be worthy of a sea trial. In 1736,

G After several attempts to design a betterment of H1, Harrison believed that the solution to the longitude problem lay in an entirely different design. H4 is completely different from the other three timekeepers. It looks like a very large pocket watch. Harrison's son William set sail for the **West Indies** (西印度群岛), with H4, aboard the ship Deptford on 18 November 1761. It was a remarkable achievement but it would be some time before the Board of Longitude was sufficiently satisfied to award Harrison the prize.



H John Hadley, an English mathematician, developed sextant, who was a competitor of Harrison at that time for the luring prize. A sextant is an instrument used for measuring angles, for example between the sun and the horizon, so that the position of a ship or aeroplane can be calculated. Making this measurement is known as sighting the object, shooting the object, or taking a sight and it is an essential part of celestial navigation. The angle, and the time when it was measured, can be used to calculate a position line on a nautical or aeronautical chart. A sextant can also be used to measure the Lunar distance between the moon and another celestial object (e.g., star, planet) in order to determine Greenwich time which is important because it can then be used to determine the longitude.

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I The majority within this next generation of chronometer pioneers were English, but the story is by no means wholly that of English achievement. One French name, Pierre Le Roy of Paris, stands out as a major presence in the early history of the chronometer. Another great name in the story is that of the Lancastrian, Thomas Earnshaw, a slightly younger contemporary of John Arnold's. It was Earnshaw who created the final form of chronometer escapement, the spring detent escapement, and finalized the format and the production system for the marine chronometer, making it truly an article of commerce, and a practical means of safer navigation at sea over the next century and half.

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Questions 1-5

The reading Passage has ten paragraphs **A-J**.

Which paragraph contains the following information?

Write the correct letter **A-J**, in boxes **1-5** on your answer sheet.

NB you may use any letter more than once

- 1 introduction of a millman under awards
(IELTS test papers offered by ks.ipredicting.com, copyright)
- 2 the definition of an important geographical term
- 3 a rival against Harrison's invention emerged
- 4 problems of sailor encountered in identifying the position on the sea
- 5 economic assist from another counterpart



Questions 6-8

Do the following statements agree with the information given in Reading Passage 1

In boxes **6-8** on your answer sheet, write

YES	if the statement is true
NO	if the statement is false
NOT GIVEN	if the information is not given in the passage

- 6 It is with no great effort by sailors to calculate the position when in the center of the ocean theoretically.
- 7 To determine the longitude, a measurement of distance from moon to a given star is a must.
- 8 In theory, by calculating the longitude degrees covered by a sail journey, the distance between the start and the end points can be obtained.

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Questions 9-13

Summary

Complete the following summary of the paragraphs of Reading Passage, using **no more than two** words from the Reading Passage for each answer. Write your answers in boxes **9-13** on your answer sheet.

Hundred years ago, sailors tried to identify their time by checking the sun or stars, but the trouble was that they did need a reliable clock which showed time of9..... And the timekeeper required would be to precisely tell a tangible time lapse confined to10.....; (IELTS test papers offered by ks.ipredicting.com, copyright)

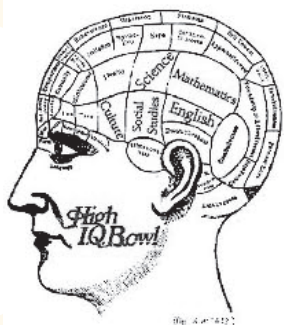
An extraordinary craftsman, Harrison, once created a novel clock which did not rely on ...11.....to work properly. Later on, competitive mode of12..... was another prominent device designed by Hadley, which calculated angle between sun and the earth. Base on Harrison's effort, Earns haw eventually implement key components for13....., which had been used ever since.

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SECTION 2

Intelligence and Giftedness

A In 1904 the French minister of education, facing limited resources for schooling, sought a way to separate the unable from the merely lazy. Alfred Binet got the job

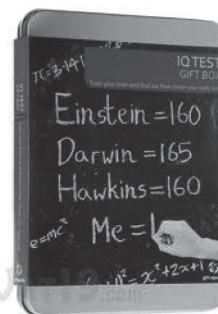


of devising selection principles and his brilliant solution put a stamp on the study of intelligence and was the forerunner of intelligence tests still used today, he developed a thirty-problem test in 1905, which tapped several abilities related to intellect, such as judgment and reasoning, the test determined a given child's mental age'. the test previously established a norm for children of a given physical

age. (for example, five-year-olds on average get ten items correct), therefore, a child with a mental age of five should score 10, which would mean that he or she was functioning pretty much as others of that age. the child's mental age was then compared to his physical age.

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B A large disparity in the wrong direction (e.g., a child of nine with a mental age of four) might suggest inability rather than laziness and mean he or she was earmarked for special schooling, Binet, however, denied that the test was measuring intelligence, its purpose was simply diagnostic, for selection only. This message was however lost, and caused many problems and misunderstanding later.



C Although Binet's test was popular, it was a bit inconvenient to deal with a variety of physical and mental ages. So in 1912 Wilhelm Stern suggested simplifying this

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by reducing the two to a single number, he divided the mental age by the physical age, and multiplied the result by 100. An average child, irrespective of age, would score 100. a number much lower than 100 would suggest the need for help, and one much higher would suggest a child well ahead of his peer.

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D This measurement is what is now termed the IQ (for intelligence quotient) score and it has evolved to be used to show how a person, adult or child, performed in relation to others. (the term IQ was coined by Lewis m. Terman, professor of psychology and education of Stanford university, in 1916. he had constructed an enormously influential revision of Binet's test, called the Stanford-Binet test, versions of which are still given extensively.)

E The field studying intelligence and developing tests eventually coalesced into a sub-field of psychology called psychometrics (psycho for 'mind' and metrics for 'measurements'). The practical side of psychometrics (the development and use of tests) became widespread quite early, by 1917, when Einstein published his grand theory of relativity, mass-scale testing was already in use. Germany's unrestricted submarine warfare (which led to the sinking of the **Lusitania** (卢西塔尼亚号) in 1915) provoked the United States to finally enter the First World War in the same



year. The military had to build up an army very quickly; it had two million inductees to sort out. Who would become officers and who enlisted men? Psychometricians developed two intelligence tests that helped sort all these people out, at least to some extent, this was the first major use of testing to decide who lived and who died, as officers were a lot safer on the battlefield,

the tests themselves were given under horrendously (adj.可怕的) bad conditions, and the examiners seemed to lack commonsense, a lot of recruits simply had no idea what to do and in several sessions most inductees scored zero! The examiners also came up with the quite astounding conclusion from the testing that the average American adult's intelligence was equal to that of a thirteen-year-old!

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F Intelligence testing enforced political and social prejudice, their results were used to argue that Jews ought to be kept out of the united states because they were so intelligently inferior that they would pollute the racial mix; and blacks ought not

A	B	C	D	E	F	G	H	I	J
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to be allowed to breed at all. And so abuse and test bias controversies continued to plague psychometrics.

G Measurement is fundamental to science and technology, science often advances in leaps and bounds when measurement devices improve, psychometrics has long tried to develop ways to gauge psychological qualities such as intelligence and more specific abilities, anxiety, extroversion, emotional stability, compatibility, with marriage partner, and so on. Their scores are often given enormous weight, a single IQ measurement can take on a life of its own if teachers and parents see it as definitive, it became a major issue in the 70s, when court cases were launched to stop anyone from making important decisions based on IQ test scores, the main criticism was and still is that current tests don't really measure intelligence, whether intelligence can be measured at all is still controversial, some say it cannot others say that IQ tests are psychology's greatest accomplishments

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Questions 14-18

The reading Passage has eleven paragraphs A-I.

Which paragraph contains the following information?

Write the correct letter A-I, in boxes 14-18 on your answer sheet.

- 14 IQ is just one single factor of human characteristics.
- 15 Discussion of methodology behind the Professor Stern's test.
- 16 Inadequacy of IQ test from Binet.
- 17 The definition of IQ was created by a professor.

Questions 18-21

Choose the correct letter, A, B, C or D.

Write your answers in boxes 18-21 on your answer sheet.

18 Professor Binet devise the test to _____

- A find those who do not perform satisfied
- B choose the best one
- C measure the intelligence
- D establish the standard of intelligence

19 The test is _____ designed according to _____

- A math
- B age
- C reading skill
- D gender



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20 U.S. Army used Intelligence tests to select _____

- A Officers
- B Normal Soldiers
- C Examiners
- D Submarine drivers.

21 the purpose of the text is to _____

- A Give credit to the contribution of Binet in IQ test
- B prove someone's theory is feasible.
- C discuss the validity and limitation of test
- D outline the history of the test

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Questions 22-26

Do the following statements agree with the information given in Reading Passage 2?

In boxes 22-26 on your answer sheet, write

TRUE	<i>if the statement is true</i>
FALSE	<i>if the statement is false</i>
NOT GIVEN	<i>if the information is not given in the passage</i>

22 Part the intension in designing the test by professor Binet has been misunderstood.

23 Age as a factor is completely overlooked in the simplified tests by Wilhelm Stern

24 Einstein was a counter-example of IQ test conclusion.

25 IQ test may probably lead to racial discrimination as a negative effect.

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26 The author regards measuring intelligent test as a goal hardly meaningful

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SECTION 3

Internal and External *Marketing*

A Employees need to hear the same messages that you send out to the marketplace. At most companies, however, internal and external communications are often mismatched. This can be very confusing, and it threatens employees' perceptions of the company's integrity: They are told one

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thing by management but observe that a different message is being sent to the public. One health insurance company, for instance, advertised that the welfare of patients was the company's number one priority, while

employees were told that their main goal was to increase the value of their stock options through cost reductions. And one major financial services institution told customers that it was making a major shift in focus from being a financial retailer to a financial adviser, but, a year later, research showed that the customer experience with the company had not changed. It turned out that company leaders had not made an effort to sell the change internally, so employees were still churning out transactions and hadn't changed their behavior to match their new adviser role.

B Enabling employees to deliver on customer expectations is important, of course, but it's not the only reason a company needs to match internal and external messages. Another reason is to help push the company to achieve goals that might otherwise be out of reach. In 1997, when IBM launched its e-business campaign (which is widely credited for turning around the company's image), it chose to ignore research that suggested consumers were unprepared to embrace IBM as a leader in e-business. Although to the outside world this looked like an external marketing effort, IBM was also using the campaign to align employees around the idea of the Internet as the future of technology. The internal campaign changed the way employees thought about everything they did, from how they named products to how they organized staff to how they approached selling. The campaign was successful largely because it gave employees a sense of direction and purpose, which in turn restored their confidence in IBM's ability to predict the future and lead the technology industry. Today, research shows that people are four times more likely to associate the term "e-business" with IBM than with its nearest competitor, Microsoft.



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- C The type of “two-way branding” that IBM did so successfully strengthens both sides of the equation. Internal marketing becomes stronger because it can draw on the same “big idea” as advertising. Consumer marketing becomes stronger because the messages are developed based on employees’ behavior and attitudes, as well as on the company’s strengths and capabilities—indeed, the themes are drawn from the company’s very soul. This process can result in a more distinct advertising idea because marketers are more likely to create a message that’s unique to the company.

- D Perhaps even more important, by taking employees into account, a company can avoid creating a message that doesn’t resonate with staff or, worse, one that builds resentment. In 1996, United Airlines shelved its “Come Fly the Friendly



UNITED

Skies” slogan when presented with a survey that revealed the depth of customer resentment toward the airline industry. In an effort to own up to the industry’s shortcomings, United launched a new campaign, “Rising,” in which it sought to differentiate itself by acknowledging poor service and promising **incremental** improvements such as better meals. While this was a logical premise for the campaign given the tenor of the times, a campaign focusing on customers’ distaste for flying was deeply discouraging to the staff. Employee resentment ultimately made it impossible for United to deliver the improvements it was promising, which in turn undermined the “Rising” pledge. Three years later, United decided employee opposition was undermining its success and pulled the campaign. It has since moved to a more inclusive brand message with the line “United,” which both audiences can embrace. Here, a fundamental principle of advertising—find and address a customer concern—failed United because it did not consider the internal market.

- E When it comes to execution, the most common and effective way to link internal and external marketing campaigns is to create external advertising that targets both audiences. IBM used this tactic very effectively when it launched its e-business campaign. It took out an eight-page ad in the Wall Street Journal declaring its new vision, a message directed at both customers and internal **stakeholders**. This is an expensive way to capture attention, but if used sparingly, it is the most powerful form of communication; in fact, you need do it only once for everyone in the company to read it. There’s a symbolic advantage as well. Such a tactic signals that the company is taking its pledge very seriously; it also signals transparency—the same message going out to both audiences.

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F Advertising isn't the only way to link internal and external marketing. At Nike, a number of senior executives now hold the additional title of "Corporate Storyteller." They deliberately avoid stories of financial successes and concentrate on **parables** of "just doing it," reflecting and reinforcing the company's ad campaigns. One tale, for example, recalls how legendary coach and Nike



cofounder
Bill
Bowerman,
in an effort
to build a



better shoe for his team, poured rubber into the family waffle iron, giving birth to the prototype of Nike's famous Waffle Sole. By talking about such inventive moves, the

company hopes to keep the spirit of innovation that characterizes its ad campaigns alive and well within the company.

G But while their messages must be aligned, companies must also keep external promises a little ahead of internal realities. Such promises provide incentives for employees and give them something to live up to.

In the 1980s, Ford turned "Quality is Job!" from an internal rallying cry into a consumer slogan in response to the threat from cheaper, more reliable



Japanese cars. It did so before the claim was fully justified, but by placing it in the public arena, it gave employees an incentive to match the Japanese. If the promise is pushed too far ahead, however, it loses credibility. When a beleaguered British Rail launched a campaign announcing service improvement under the banner "We're Getting There," it did so prematurely. By drawing attention to the gap between the promise and the reality, it prompted destructive press coverage. This, in turn, demoralized staff, who had been legitimately proud of the service advances they had made.

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Questions 28-34

Use the information in the passage to match the company (listed A-F) with correct category or deeds below. Write the appropriate letters A-F in boxes 28-33 on your answer sheet.

NB you may use any letter more than once

- A legendary anecdote inspire employee successfully
- B advertisement campaign inspire employees and ensure leading role in business
- C improper ads campaign brings negative effect
- D internal and external announcement are different
- E campaign brings positive and realistic expectation internally
- F a bad slogan that failed both to win support internally and raise standard to its poor service

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28 One health insurance Company

29 British Rail

30 IBM

31 United Airline

32 A financial service company

33 A Shoemaking company (Nike)

34 The Company of (Ford)



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Questions 35-38

Do the following statements agree with the information given in Reading Passage 3?
In boxes 35-38 on your answer sheet, write

TRUE	if the statement is true
FALSE	if the statement is false
NOT GIVEN	if the information is not given in the passage

35 Employers in almost all companies successfully make their employees fully understand the outside campaign.

36 Currently IBM is more prominent in the area of E-business

37 United Airline finally gave up an ads slogan due to a survey in 1996.

38 Nike had improved company performance through telling employees legendary corporation stories.

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Questions 39-40

Choose **Two correct letters below**

Write your answers in boxes 39-40 on your answer sheet.

Please choose **TWO** approaches in the passage mentioned that were employed as company strategy:

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- A promoting the visual effect of their products' advertisement
- B launching inspiring campaigns internally
- C introducing inner competition
- D learning how to tell stories among senior executives
- E applying an appropriate slogan

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SECTION 3

Paper or Computer ?

A Computer technology was supposed to replace paper. But that hasn't happened. Every country in the Western world uses more paper today, on a per-capita basis, than it did ten years ago. The consumption of uncoated free-sheet paper, for instance -- the most common kind of office paper -- rose almost fifteen per cent in the United States between 1995 and 2000. This is generally taken as evidence of how hard it is to eradicate old, wasteful habits and of how stubbornly resistant we are to the efficiencies offered by computerization.



A number of cognitive psychologists and ergonomics experts, however, don't agree. Paper has persisted, they argue, for very good reasons: when it comes to performing certain kinds of cognitive tasks, paper has many advantages over computers. The dismay people feel at the sight of a messy desk -- or the spectacle of air-traffic controllers tracking flights through notes scribbled on paper strips -- arises from a fundamental confusion about the role that paper plays in our lives.

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B The case for paper is made most eloquently in "The Myth of the Paperless Office", by two social scientists, Abigail Sellen and Richard Harper. They begin their book with an account of a study they conducted at the International Monetary Fund, in Washington, D.C. Economists at the I.M.F. spend most of their time writing reports on complicated economic questions, work that would seem to be perfectly suited to sitting in front of a computer. Nonetheless, the I.M.F. is awash in paper, and Sellen and Harper wanted to find out why. Their answer is that the business of writing reports -- at least at the I.M.F. -- is an intensely collaborative process, involving the professional judgments and contributions of many people. The economists bring drafts of reports to conference rooms, spread out the relevant pages, and negotiate changes with one other. They go back to their offices and jot down comments in the margin, taking advantage of the freedom offered by the informality of the handwritten note. Then they deliver the annotated draft to the author in person, taking him, page by page, through the suggested changes. At the end of the process, the author spreads out all the pages with comments on his desk and starts to enter them on the computer -- moving the pages around as he works,



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organizing and reorganizing, saving and discarding.

- C Without paper, this kind of collaborative and iterative work process would be much more difficult. According to Sellen and Harper, paper has a unique set of "affordances" -- that is, qualities that permit specific kinds of uses. Paper is tangible: we can pick up a document, flip through it, read little bits here and there, and quickly get a sense of it. Paper is spatially flexible, meaning that we can spread it out and arrange it in the way that suits us best. And it's tailorable: we can easily annotate it, and scribble on it as we read, without altering the original text. Digital documents, of course, have their own affordances. They can be easily searched, shared, stored, accessed remotely, and linked to other relevant material. But they lack the affordances that really matter to a group of people working together on a report. Sellen and Harper write:



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- D Paper enables a certain kind of thinking. Picture, for instance, the top of your desk. Chances are that you have a keyboard and a computer screen off to one side, and a clear space roughly eighteen inches square in front of your chair. What covers the



rest of the desktop is probably piles -- piles of papers, journals, magazines, binders, postcards, videotapes, and all the other artifacts of the knowledge economy. The piles look like a mess, but they aren't. When a group at Apple Computer studied piling behavior several years ago, they found that even the most disorderly piles usually make perfect sense to the piler, and that office workers could hold forth in great detail about the precise

history and meaning of their piles. The pile closest to the cleared, eighteen-inch-square working area, for example, generally represents the most urgent business, and within that pile the most important document of all is likely to be at the top. Piles are living, breathing archives. Over time, they get broken down and resorted, sometimes chronologically and sometimes thematically and sometimes chronologically and thematically; clues about certain documents may be physically embedded in the file by, say, stacking a certain piece of paper at an angle or inserting dividers into the stack.

- E But why do we pile documents instead of filing them? Because piles represent the process of active, ongoing thinking. The psychologist Alison Kidd, whose research Sellen and Harper refer to extensively, argues that "knowledge workers" use the physical space of the desktop to hold "ideas which they cannot yet categorize or even decide how they might use." The messy desk is not necessarily a sign of disorganization. It may be a sign of complexity: those who deal with many unresolved

A	B	C	D	E	F	G	H	I	J
---	---	---	---	---	---	---	---	---	---

ideas simultaneously cannot sort and file the papers on their desks, because they haven't yet sorted and filed the ideas in their head. Kidd writes that many of the people she talked to use the papers on their desks as contextual cues to "recover a complex set of threads without difficulty and delay" when they come in on a Monday morning, or after their work has been interrupted by a phone call. What we see when we look at the piles on our desks is, in a sense, the contents of our brains.

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- F This idea that paper facilitates a highly specialized cognitive and social process is a far cry from the way we have historically thought about the stuff. Paper first began to proliferate in the workplace in the late nineteenth century as part of the move toward "systematic management." To cope with the complexity of the industrial economy, managers were instituting company-wide policies and demanding monthly, weekly, or even daily updates from their subordinates. Thus was born the monthly sales report, and the office manual and the internal company newsletter. The typewriter took off in the eighteen-eighties, making it possible to create documents in a fraction of the time it had previously taken, and that was followed closely by the advent of carbon paper, which meant that a typist could create ten copies of that document simultaneously. Paper was important not to facilitate creative collaboration and thought but as an instrument of control.

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Questions 27-32

The reading passage has seven paragraphs, A-G

Choose the correct heading for paragraphs A-G from the list below.

Write the correct number, i-xi, in boxes 27-32 on your answer sheet.

List of Headings

- i* paper continued as a sharing or managing must
- ii* piles can be more inspiring rather than disorganising
- iii* Favorable situation that economists used paper pages
- iv* overview of an unexpected situation: paper survived
- v* comparison between efficiencies for using paper and using computer
- vi* IMF' paperless office seemed to be a waste of papers
- vii* example of failure for avoidance of paper record
- viii* There are advantages of using a paper in offices
- ix* piles reflect certain characteristics in people' thought
- x* joy of having the paper square in front of computer

- 27 paragraph A
- 28 paragraph B
- 29 paragraph C
- 30 paragraph D
- 31 paragraph E
- 32 paragraph G

Questions 33-36 Summary

Complete the following summary of the paragraphs of Reading Passage, using **no more than three** words from the Reading Passage for each answer. Write your answers in boxes **33-36** on your answer sheet.

Compared with digital documents, paper has several advantages.
First it allows clerks to work in a 33..... way among

colleagues. Next, paper is not like virtual digital versions, it's
34..... Finally, because it is 35....., note or comments can
be effortlessly added as related information. However,
shortcoming comes at the absence of convenience on task which is
for a36.....

Questions 37-40

Choose the correct letter, **A**, **B**, **C** or **D**.

Write your answers in boxes 37-40 on your answer sheet.

37 What do the *economists* from *IMF* say that their way of writing documents?

- A they note down their comments for freedom on the drafts
- B they finish all writing individually
- C they share ideas on before electronic version was made
- D they use electronic version fully

38 What is the implication of the "*Piles*" mentioned in the passage?

- A they have underlying orders
- B they are necessarily a mess
- C they are in time sequence order
- D they are in alphabetic order

39 What does the *manager* believe in sophisticated economy?

- A recorded paper can be as management tool
- B carbon paper should be compulsory
- C Teamwork is the most important
- D monthly report is the best way



40 According to the end of this passage, what is the reason *why paper is not replaced* by electronic vision?

- A paper is inexpensive to buy
- B it contributed to management theories in western countries
- C people need time for changing their old habit
- D it is collaborative and functional for tasks implement and management

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SECTION 1

俄勒冈州的新型农业

- A 俄勒冈州西部的洋葱种植者引进了一个新系统，可以节约用水以及保持水土，同时产出高质量的“超级”洋葱。该州南部的种植梨的农民减少了三分之二的有剧毒的杀虫剂的使用，同时保持了高品质梨的生产。俄勒冈州的区域负责人通过昆虫捕食控制了有毒的艾菊的生长，从而使该州的畜牧业每年节约 480 万美金。
- B 以上这些是俄勒冈州的种植者和俄勒冈州立大学的研究人员通过测试新型的耕种方法包括联合害虫控制（IPM）等的共同努力取得的部分成果。整个美国还没有其它州采用 IPM 后产生的效果能和俄勒冈州相比。最近美国政府办公室（GAO）做的一项报告显示，**尽管联合昆虫控制可以显著减少杀虫剂的使用，但是联邦政府在推广 IPM 以及通过其有效实现减少杀虫剂的使用方面努力不够。**农民们也抱怨说政府没有让该项目产生应有的吸引力。国家农业联盟的 Tony Brown 说：“大规模地改变农民控制害虫的做法成本是很高的，如果农民能够获得相应的税额减免来抵消高成本，他们或许会乐意接受这个新的举措。”该项报告接着还指出尽管高毒农药的使用在全国范围内都有所减少，但是它们仍然占了 40% 的农药使用量，从 1992 年起，全国的农药使用增长了 4,000 公斤。该报告的负责人 Patrick Leahy 说道：“**我们的食物供应仍然是全世界最安全，质量也是最高的，但是我们仍然在过度使用剧毒的农药，却不充分使用安全有效的其它替代产品。**”绿色行动小组在安全问题上却有不同的看法，其小组发言人 Bill Bowler 说：“**习惯性消费使用有毒化学物质种植的食物对消费者来说是不可能健康的。**”
- C GAO 的报告专门指出了俄勒冈州的苹果和梨的生产依靠新型的联合害虫控制技术取得的成功。**尽管俄勒冈州明显在这方面走在整个美国的前面，但是俄勒冈州立大学昆虫系的教授兼系主任还是对政府办公室提出了批评：“我们必须继续研发其它有效的措施来减少对环境危害同时产出高质量的作物。”**
- D 俄勒冈州立大学的联合植物保护中心（IPPC）召集了州立大学农业试验站，推广服务，美国农业部的科学家以及俄勒冈的农民来帮助构建节约农业用水，保持水土，减少杀虫剂使用的农业系统。针对 GAO 提出的报告，该中心着重强调整合研究和耕种方法来提高俄勒冈州农业的环境和经济效益。
- E Jepson 说：“GAO 报告批评了没有贯彻 IPM 目标的相关机构。我们的任务就是帮助种植者明白这项举措，让他们知道哪些是奏效的方法，**而这些方法正是俄勒冈州立大学的研究人员用于农业生产的方法，而不是束之高阁，使其仅仅停留在科学杂志上。**”

- F 在俄勒冈州，种植者和科学家共同努力来发展新的技术。比方说，几年前，州立大学实验站的科学家开始测试一种新型的滴流灌溉系统来代替旧式的壕沟灌溉，因为后者十分费水并且会造成水土流失，还会因为肥料流进水源而造成污染。**新型的系统可以减少一半的用水量，保持土壤还能保持水质。**
- G 此外，这个新型系统可以产出十分大个的洋葱，属于“超级”品质的，很受餐饮业和食品加工业的亲睐。Malheur 实验站的研究人员 Art Pimms 说道：“种植者发现当他们采用环保的种植方法时，仍然可以获得很好的结果。新型的种植方法是环境和种植者的收益双赢。”
- H 俄勒冈州立大学 Malheur 实验站的研究人员接下来试验了在土壤上进行稻草覆盖，发现减少的灌溉可以很成功地保持土壤以及湿度。此外，**科学家意外地发现用稻草覆盖过的土壤为捕食洋葱虫害蓟马的益虫和蜘蛛创造了一个绝佳的环境——这样就可以减少杀虫剂的使用。**Oregon 的一位洋葱种植者 Steve Black 说道：“我们简直不敢相信在代替人工杀虫剂的同时仍然可以保持好的产量，这远远超过了我们的预想。”
- I 俄勒冈州立大学的研究人员致力于减少对广谱化学喷洒的依赖，因为其对于许多微生物都有害，包括人类。俄勒冈州立大学南部俄勒冈研究和扩展中心的昆虫学家 Rick Hilton 说道：“消费者有理由施压以减少对化学杀虫剂的依赖，但是他们需要的是完美的产品。”该中心致力于帮助梨种植者减少高毒杀虫剂的使用。高质量的梨是俄勒冈州的一个重要经济作物，但是传统的做法都需要使用大量的化学杀虫剂，近几年来，**当地的农民要面对来自海外种植者激烈的竞争，所以任何新的采用的方法都要考虑到环境 and 经济双重利益。**Hilton 正在测试一个生长因子可以干预苹果小卷蛾幼虫的脱毛。另一项研究使用生物信息素来阻断苹果小卷蛾的交配。**这些和其它的联合害虫控制的方法使得梨种植者将有机磷酸酯的使用减少了三分之二，其它的合成杀虫剂甚至减少得更多，且依然保持梨的高质量。**俄勒冈州的研究是 IPPC 试图找到兼顾经济和环境利益的替代性的耕种方法所做出努力的一部分。

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SECTION 1

恐龙时代的结束

A 6500 万年前，恐龙时代因为陨石的巨大撞击而结束，但是新的恐龙时代之后可能又开始了。研究人员近期发现第一个直接的临时的地质证据表明 2 亿年前，陨石撞击地球，恰巧和地球上大多数生物灭绝使得相对较小的动物群——恐龙开始大量繁殖发展的时间吻合。



B 关于恐龙数量上升的原因和时间一直是人们争议的焦点。由于恐龙的起源和其成为地球霸主之间的过渡没有具体的记载，使得科学家很难对其做出具体的结论。纽约 Palisades 哥伦比亚大学 Lamont-Doherty 地球观察实验室的教授 Paul E. Olsen 教授说道：“有地质化学迹象表明，在恐龙霸占地球之前的时间可能有星球撞击地球。”（第 4 题）

C Olsen 和他的同事研究脊椎动物的化石，它们来自古代 4 个不同的裂开的盆地的 80 处遗址，这些盆地是 2 亿 3 千万年前到 1 亿 9 千万年前北美开始从次大陆上分离出来时形成的裂缝中的一部分。在灭绝发生对应的岩石层，科学家发现了大量的罕见元素铱，属于铂族元素，它的含量在星体中要比岩石中要高。



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D 在地球上，1970 年代，有 6500 万之久的岩石上呈现相似的铱，催生了流星撞击地球使得恐龙灭绝的理论。该理论多年一直饱受争议，直到其它支持该理论的证据出现——相关的遗址在尤卡坦半岛发现。科学家同样需要检测这些新发现的铱，但是检测到的铱含量只相当于在后来发现的恐龙灭绝时的十分之一。这说明，该流星相对比较小或是包含了更少的铱，或者是不含铱的流星也可能来自地球内部，是由火山喷发造成的。Michael J. Benton 博士，是英国布里斯托大学脊椎动物古生物学的一名教授，他将该数据描述成“第一个有说服力的铱辐射的证据。”（第 7,8 题）

E 科学家在从 Virginia 到 Nova 形成的湖型盆地发现了 10,000 个恐龙脚印化石，而这些更说明了恐龙快速灭绝的可能性。尽管每个具体的物种并不能仅仅通过它们的脚印就能做出判断——比方说家猫的脚步就很像幼虎的——但是脚印要比化石骨架丰富得多，可以提供更加完整的动物类型的证据。Olsen 博士说：“这让我们很容易辨认出大型的动物灭绝事件的信号。”因为在这个湖型盆地

迅速累积了大量的沉淀，研究人员可以确认每一个脚印的形成日期，这是根据脚印被发现时所处的岩石层。他们发现在北美东海岸的动物种类在 2 亿年前突然发生了改变。(第 3, 5 题)

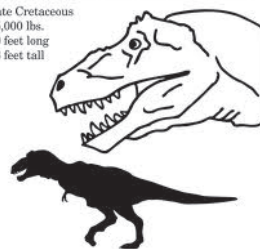
F 科学家在标志着 2 亿 2 千万年前的三叠纪结束的岩石上连续发现若干主要爬行动物群的脚印，然后这些脚印就在白垩纪的早期消失了。华盛顿大学地质学的教授 Peter D. Ward 博士说道：“我认为脚印分析法还是很新颖也让人很振奋的。”他称这些发现的数据“仍需继续研究”。去年，由 Ward 博士领导的研究人员发现在岩石中碳的含量发生了急剧的变化，这表明在不到 50,000 年的时间里，大量植物突然灭绝。脚印研究进一步支持了这一假设——大灭绝是突然发生的。(第 2 题)

G 若干种类的恐龙在那次大灭绝中幸存，留下的脚印还表明那之后不久出现了新的族群。在大灭绝之前，大约有五分之一的脚印是恐龙留下的，在大灭绝之后，有超过一半的脚印是恐龙的。研究人员认为这个变化在 30,000 年之内发生——从地质学的角度来看就像是一眨眼那么短。科学家推测星体或是彗星的影响以及三叠纪时的竞争者使得一部分的食肉恐龙在身体大小上发生了快速的演化，最终占据了全球陆地食物链的最顶端。(第 10 题)

H 在大灭绝中消失的生物是当时主要的捕猎者：有着刀般巨型牙齿，身长 15 英寸的劳鳄目和形似鳄鱼的植蜥类。恐龙最早是在 2 亿 3 千万年前开始演化的，当时它们的体型依然很小，在一个拥挤的生态龛位上进行竞争。在 2 亿年前的这次大灭绝之前，最大的食肉恐龙的大小就像巨型的狗差不多。Olsen 博士说道：“这么小的体型仍不够让人印象深刻。”恐龙之后生长得很快，食肉恐龙从脚趾到脚踝的平均长度比三叠纪时的长了 20%。更大的脚掌能够承受更大的身体；科学家发现恐龙的体重增加了一倍，最终变成了可怕的迅龙，霸王龙和其它大型的食肉恐龙。(第 12 题)

TYRANNOSAURUS REX

Late Cretaceous
15,000 lbs.
39 feet long
18 feet tall



I 恐龙在进化过程中的进化和恐龙灭绝后的哺乳动物的进化是很相似的。生活在恐龙时代的哺乳动物和小狗差不多大，后来演化成了老虎，大象，鲸鱼以及爬行动物之后的人类，三叠纪-白垩纪大灭绝之后的恐龙的成功称霸也成为了它们在第二次灭绝中没能幸存的原因。Olsen 博士说道：“在灾难发生的时候，小型的动物往往更容易幸存，因为它们不需要太多的食物。”他还指出科学家相信小型的恐龙确实在第二次大灭绝中存活了下来，他说：“我们叫它们鸟”。(第 1, 13 题)

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SECTION 3

Extinct Giant Deer

(麋鹿灭绝)

人们普遍认为齿虎，乳齿象，巨型树獭，毛茸茸的犀牛，和许多其他大型、毛茸茸的哺乳动物在距今大约 10500 年前的冰川时代末期已经绝迹。

A 爱尔兰麋鹿也叫巨型麋鹿（大角鹿）。科学家们研究了在英国和俄罗斯发现的古代遗骨和牙齿，数据显示了巨型食草动物一直在公元前 5000 年还活着，这比原来认为的要晚三千年。研究团队认为这表明了除了天气变化，一些额外的因素也许加快了巨型麋鹿的最终灭绝。这些因素包括狩猎或者人类对其栖息地的破坏。

B 爱尔兰麋鹿首次出现在 400,000 年前的欧洲和中亚。之所以称为爱尔兰麋鹿是因为保存良好的遗骸经常在爱尔兰的泥炭沼泽下面的湖泊沉积里被发现。从肩膀往下算起，麋鹿大概高 7 英尺（2.1 米）。成年公鹿有巨大的鹿角，向两边展开的宽度是 12 英尺（3.7 米）且重达 88 磅（40 公斤）。通过用放射性碳测定了骨骼残骸年代的方法，结合观察残骸出土之地的地图，这个研究团队展示了爱尔兰麋鹿在最后一次“大冰冻”来临前，在欧洲是普遍存在的。鹿的范围后来缩小到了乌拉尔山脉——如今在俄罗斯境内的欧亚分界线。

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C 研究的合作者，英格兰伦敦大学的古生物学教授艾德里安·李斯特说，西伯利亚是巨鹿的最后一站，大约发生在冰盖融化之后的 3000 年。他说，“大约 8000 年前，乌拉尔东部山脚变成了非常茂密的森林，这很可能就把它逼到了平原。”他还说到，花粉分析显示了那个地区变得非常干燥以适应进一步的气候变化，由此导致了一些重要食用植物的消失。“加上人类的压力，这可能也最终导致它们灭绝。”

D 被人类捕猎通常被作为导致更新世时期巨型生物灭绝的连带原因。但是研究小组说他们对爱尔兰麋鹿灭绝研究的新数据暗示了另一个人为的问题——栖息地毁坏。李斯特说，“我们在 7000 年前尚未开始狩猎——这也正好是第一个新石器时代人们在那个地区定居下来的时间。他们是农民，应该清理了土地。”人类的出现也许能帮助解释为什么爱尔兰的麋鹿不能在最近的很多气候波动中活下来——而这样的时期在过去是能够存活下来的。

E 与此同时，李斯特对麋鹿的灭绝有另外一个可能的解释——公麋鹿巨大的鹿角。雌鹿喜欢有最大鹿角的雄鹿，可能这样的特征能彰显雄鹿身体强健。有

一些科学家表示说,这种夸张的特性导致了这种哺乳动物的衰落。他们说在最后一个冰河世纪过去后,这种鹿角在北部绵延的茂密树林里导致严重的不方便。但李斯特说,这非常难以定论,因为麋鹿早先在树木繁茂的间冰期(在冰河世纪之间温暖的时期)里生活地很好。有些研究表明缺乏高质量的草料导致了麋鹿的灭绝。大量的钙质和磷酸盐化合物用来形成鹿角,因此需要大量的这种矿物质来支撑爱尔兰麋鹿庞大的身躯。公鹿符合要求主要是因为他们们的骨骼,当角生长起来或者从废弃的鹿角(正如在现有的被观察的一样)里回收养分以后,它们食用植物补充自己。因此在鹿角成长时期,巨型麋鹿就好像得了骨质疏松症一样。当天气在最后一个冰期改变以后,在动物栖息地的植被对于物种而言也是改变了的,这些物种可能不能运送足够量要求的矿物质,至少在它范围的西部。

F 世界上巨型动物的灭绝几乎是一个冰河时代结束时也最后完成。有人认为巨型动物最初(学会)应对冰川条件的,但最终灭绝于持续变暖的气候。而热带和亚热带地区并没有经历了那么极端的气候变化。其中最引人注目的变化是北非的广大地区的转换成世界上最大的沙漠。值得注意的是,非洲的主要动物逃脱了物种大灭绝,尽管(物种大灭绝)的确在热带和亚热带的亚洲发生了。人类的走出非洲,之后当我们进入美洲和澳大利亚也都伴随着气候变化。澳大利亚的气候变成旱季雨季交替。因此,地表水变得稀缺。大多数内陆湖泊成为完全干燥或在温暖的季节里干燥。生存在这片土地的主要的大动物失去了它们的栖息地,它们撤退到澳大利亚东部一个窄带,那里有永久性的水和更好的植被。一些动物可能一直延续到大约 7000 年前。(假设)如果人类在 60000 年前就生活在澳大利亚,那么巨型动物必须与人类共存至少 30 000 年。(事实上)新生代袋鼠在原住民狩猎定期猎杀和现代商业捕杀下面,存活了仅 10 000 年。

G A.J. Stuart 为首的一群科学家团队把研究集中在欧亚大陆北部,他从在欧洲,(再加上西伯利亚),从本质上讲,他们已经得到了在晚更新世的欧洲动物灭绝最好的数据。一些御寒的动物,经过最后一部分寒冷阶段生存,然后灭绝。所以实际上出现有两个阶段的灭绝。这些都是尼安德特人在这被现代人所取代的时间一致。但这些物种灭绝和人类的到来或气候变化之间都没有明显的巧合。这里的确有一个气候变化,所以这里应该有一个双重效果。再次强调,动物挺过了冰河世纪最后一阶段,但这里有一个根本性的气候改变,植被的重组;是人类(先进的旧石器时代的人类)的出现存在结合气候变化——,导致的这一波灭绝。欧洲和北美数据之间存在深刻的差异,和这些事情与人类到来的时机的差异;总结就是,在欧亚大陆北部,在欧洲灭绝是温和、交错的而在北美是剧烈和突然。灭绝和人类捕食有关,但只有同时在基本环境发生变化的时候。

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SECTION 3

电视成瘾 2

- A 过度的渴望不一定是针对物质而言的。赌博可能变得难以自禁；性可能会发展成纵欲过度。有一项活动由于其重要和无处不在而显得突出——全球最受欢迎的**消磨闲暇时光的对象(第 38 题)**：看电视。大多数人承认他们对电视有一种爱恨交加的情绪。他们抱怨着“愚蠢的电视”和“沙发土豆”（译注：指沉迷于电视的人），而后舒服地坐在沙发上，抓起遥控器。父母们常常会子女看电视的事情（如果不是他们自己的）而烦恼。**甚至连把电视当作媒体中的一种生活奇迹来研究的研究人员自己也会沉湎其中(第 34 题)**。加利福尼亚大学伯克利分校的 Percy Tannenbaum 曾写道：“当我在房间里的电视开着的情况下与人谈话时，无数次发生过更为尴尬的情况：**我总是无法控制自己不去时不时地扫一眼屏幕。不仅是谈话乏味的时候如此，有趣的时候也会这样(第 27 题)**。”
- B 科学家对电视的影响已经进行了几十年的研究，主要关注荧屏暴力是否与现实生活中的暴力有关这样的问题。很少有人关注这小小荧幕——即媒体本身而非它所传达的信息——如此有诱惑力的原因。
- C **“电视瘾”这一说法并不精确，并且为价值判断所牵累(第 29 题)**。但它抓住了一种真实的现象的实质。心理学家和精神病医师正式地把物质依赖定义为一种失调状态，其标准包括：耗费大量时间使用一种物品；比自己曾经打算的更加经常地使用它；考虑减少这一物品的使用，或重复进行减少使用的失败尝试；为了使用它而放弃重要的社会、家庭及职业活动；在无法使用时出现戒断症状。
- D 所有这些判断标准都适用于在电视收看上花大量时间的人。但那并不意味着看电视本质上是**有问题的。电视能用于教育与娱乐；电视节目能上升到美学的高度；电视还能提供我们所急需的放松和逃离现实的机会(第 31-33 题)**。当人们感到自己不需要看这么多电视、却很奇怪地无法少看时，困难就出现了。一些有关媒体如何吸引受众的知识或许有助于那些看很多电视的人更好地控制自己的生活。
- E 人们用于看电视的时间是惊人的。平均来说，工业化社会中的每一个人每天会在这项娱乐上花费三小时时间，占闲暇时间的一半，多于用于工作与睡眠之外的其他任何一项活动的时间。以这种比例来看，一个活到 75 岁的人会在显像管前度过 9 年的时光。对有些评论家来说，这样的投入只能说明人们喜欢看电视并且有意识地决定去看它。但如果仅此而已，为什么会有那么多为自己看了多少电视而感到焦虑的人呢？在 1992 年和 1999 年的盖洛普调查中，四成

的成年回答者和七成的青少年认为自己花了过多的时间看电视。另一些调查一致显示大约有十分之一的成年人把自己称为**电视迷(第 39 题)**。

- F 电视靠什么吸引我们？部分地来看，这种吸引似乎是来自我们的生物**性反应”(第 40 题)**。适应性反应由巴甫洛夫于 1927 年首次提出，它是我们对突发或新的刺激产生的本能的视觉或听觉反应。它是我们进化遗产的一部分，是一种内在的对运动及潜在猎食者的威胁的敏感。典型的适应性反应包括脑血管扩张、心跳减慢、主肌肉群血管的收缩。阿尔法脑波在回到基准水平之前会停顿几秒钟，这是由神经觉醒的一般水平决定的。在身体其它部分平静的同时，大脑在尽力搜集更多的信息。
- G 1986 年，斯坦福大学的 Byron Reeves 和密苏里大学的 Esther Thorson 及其同事开始研究电视的简单的形式特征——剪切、编辑、放缩、镜头晃动、突发噪声等——是否会激发适应性反应，从而使我们把注意力集中在荧幕上。**通过观察形式特征对脑波的影响，研究人员推断这些体裁上的小把戏确实能引起无意识的反应并“通过察知运动的进化意义获得其注意价值……电视的独特之处在于其形式，而非内容。(第 36 题)”**
- H 适应性反应部分地解释了一般观众这样的说法：“电视开着的时候，我无法把眼睛移开。”“我并不想看这么多，但我没办法。”“我看电视的时候就象是被催了眠似的。”Reeve 和 Thorson 发表他们的先驱研究成果以来的这些年中，研究人员考察得更为深入了。印第安那大学 Annie Lang 的研究队伍发现，心跳速度在一次适应性刺激后会减慢 4 至 6 秒。在广告、动作场面、音乐录影带的播放过程中，形式特征以每秒一次的速度频繁出现，持续地激活适应性反应。
- I Lang 和她的同事们还调查了这些形式特征是否会影响人们对他们所看内容的记忆。在他们的一项研究中，参与者们被要求在观看一些节目之后填写一份评分表。**增加编辑（在此定义为在同一视觉场景中转换摄影机拍摄角度）的频率有助于加深对认识的记忆，大概是因为它将人的注意力聚集在了屏幕上。而增加剪接（转换视觉场景）的频率能起到同样的作用，但不够明显。如果剪接的数目超出了每两分钟十次，认识程度将会显著下降(第 37 题)。**
- J 儿童电视教育节目的制片人己发现形式特征能促进学习。但剪接与编辑的比例的增大最终会使大脑超载。充斥大量剪接及无关联场景的音乐录影带和商业广告，其设计目的更多的是为了吸引眼球，而不是传达信息。人们或许会记住这些商品和乐队的名称，但广告的具体内容却是左耳朵进右耳朵出了。这种情况下适应性反应已超过负荷了，观众虽然仍在电视机前，但他们已是疲惫不堪，没有任何补偿性的心理回报。我们的体验采样研究取得了相同的结果。有时人们对产品的记忆十分淡薄。如今的许多广告故意地闪烁其辞：它们虽有迷人的故事情节，却使人难以分辨它究竟是在宣传什么产品。最终你或许就不会有意识的记住这一产品了。但广告者们相信，一旦他们吸引了你的注意力，那么今后当你到商店购物时，你会由于自己对听说过某产品的模糊印象而对它感觉更为良好。

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SECTION 1

水獭

- A 水獭的身体纤长，四肢很短——这对于穿过茂密的丛林或是在隧道里觅食来说是很理想的。一个成年雄性水獭最高可以长到 4 英寸，体重 30 磅重。雌性水獭相对要娇小一些，一般大概 16 磅重。欧亚大陆的水獭的鼻子是所有种类的水獭中最小的，并且呈浅“W”型。水獭的尾巴（就像船舵的作用）的根部是很强壮的，然后逐渐变细，尖端扁平，这为水獭在水下快速游泳的时候形成了一个推动力。水獭皮毛的材质分为两种：外层厚重的防御型皮毛（最长的有 20 毫米），这在水獭的身子外面形成了一个防水层，在这层皮毛下是一层细密的毛，相当于水獭的保暖内衣。它的皮毛一定要通过不断才能保持在一个柔顺的状态。当海水碰到水獭的皮毛，海水会减弱水獭外层皮毛的防水性能和绝缘功能，这也是为什么对于生活在岸边的水獭来说，淡水池很重要。水獭在水里游完泳后，会在淡水池里将从海水里带出来的盐洗掉，在地上的植被上蹭一蹭来弄干身体。（第 2, 9 题 *ipredicting.com copyright*）
- B 水獭在陆地上是通过气味来捕猎的，还用其和别的水獭交流和探测可能的危险。水獭的嗅觉和狗的很像，它们的眼睛很小，并且在陆地上是近视的，但是它们有能力调节眼睛的晶状体来增加其弧度，因此减少水的折射带来的影响。如果水足够清并且阳光足够好的话，水獭可以通过视力捕鱼。水獭的眼睛和鼻孔在头上突出很高，使得即使当身体的其它部分还在水下的时候可以看见和呼吸。在水下的时候，水獭的腿除了在掌舵的时候，都是紧紧地收缩着，身体的后端垂直起伏着。河獭的手足趾都有蹼，尽管没有到达趾尖。巨型水獭和海獭有更突出的蹼，亚洲短爪水獭趾间是没有蹼的——它们在水沟里或是田地里捕虾，所以它们不需要游泳。水獭的耳朵很小并且呈流线型，它们的听觉也很灵敏，耳朵里的瓣膜在水里眼里很大的时候会关闭以保护耳朵。（第 5, 10, 11 题 *ipredicting.com copyright*）
- C 很多的限制和喜好使得适合水獭生活的栖息地很少，水对它们来说是必不可少的，生活的河流也要足够大才能提供足够多鱼为它们的食物。水獭是很害羞和很谨慎的生物，它们喜欢生活在不被人类影响的地方，它们也不在有其它水獭生活的地方待——最近因为水獭的数量在恢复，所以这一点开始变得突出。海獭的食物供给相对更加丰富，所以雄性和雌性的海獭的活动范围不过是沿着海岸线几公里之内。因为雄性水獭的活动范围相对较大，所以其活动范围通常和两到三只雌性水獭的活动范围有重叠——这种很不错！水獭通常吃所有能获得的食物——从麻雀，蛇到鼻涕虫。除了鱼，它们最常见的食物是小龙虾，螃蟹和水鸟。它们有时也吃小型的哺乳动物，最常见的是兔子，有时甚至是鼯鼠。（第 1, 8, 12, 13 题 *ipredicting.com copyright*）
- D 对于欧亚大陆的水獭来说，只要食物足够，它们就会繁殖，在条件比较差的

地方，比如说冬天的瑞典，因为大部分的湖都冻住了，所以它们通常在春天产仔，这保证了幼仔在严峻的条件再次到来前很好得成长。在苏格兰的设得兰岛，水獭通常在夏天产仔，因为那里夏天的鱼是最多的。尽管有的水獭每年都会繁殖，但是也有不会的，再次强调，这和食物的充沛与否很有关系。其它影响繁殖的因素有食物范围和雌性水獭的质量。欧亚大陆的水獭的妊娠期是 63 天，北美水獭是个例外，因为它们的胚胎可能会延迟发育。(第 1 题)

E 水獭通常在比较安全的兽穴里生产以避免外界的干扰，它们的巢里通常都铺着草垫使得母亲在外出捕食的时候，小水獭依然能够有一个温暖的窝。水獭一窝可以产 1 到 5 只幼仔，因为一些不明的原因，海獭一般产的仔要小只些。5 周后，小水獭睁开眼睛，离开巢穴，第一次在白天的阳光下眨眼。3 个月后，它们终于下水开始学习游泳。8 个月后，它们开始学会自己捕猎，尽管这时水獭妈妈依然会为它们提供充足的食物。最终，9 个月后，水獭妈妈终于可以问心无愧地将长大的小水獭们赶出巢，好好地放松自己，直到下一个繁殖季来临，合适交配对象出现。(第 4 题 *ipredicting.com copyright*)

F 在 60 年代早期，人们观察到了英国水獭的一些异常的情况，但是直到 70 年代晚期，主要的原因才被发现。杀虫剂比如狄氏剂和艾氏剂最早在 1955 年被应用于农业和其它工业——这些化学物质很顽固，它们导致了游隼，鹗和其它水獭的食物大量减少，杀虫剂进入了河道和食物链——从微生物到鱼，最后到达水獭，食物链上的每一级的生物的化学浓度积累越来越高。从 1962 年废除化学杀虫剂的使用开始，有的物种恢复得很快，但是水獭的数量并没有这样——一直到 80 年代还在下降，这可能主要是因为栖息地的破坏和公路车祸造成的。因为 50 年代和 60 年代水獭数量的突然下降，一个地区几只水獭的损失会造成整个水獭数量的减少甚至是灭绝。(第 7 题)

G 英国水獭数量在恢复之中——在一些地区，原来停滞的水獭数量开始再次增长，并且这种增长扩张到了其它的地区。这要归功于立法和保护措施，减缓或是翻转了水獭栖息地的破坏情况，人们还有目的地人工繁殖水獭，将人工繁殖的水獭放生被视为诸多努力的最后一步。但是也有人担心，如果在没有适合水獭生存的栖息地的地方将水獭放生的话，它们是不能存活的；但是如果把它们放在合适的栖息地，也需要自然繁殖的水獭进入该栖息地生活。不管怎样，在脆弱的，濒临灭绝的物种群中引入人工繁殖的水獭可能会使得数量稳定甚至扩张。这也是 Norfolk “Otter Trust” 取得的成就，那里水獭的数量从 80 年代初的不足 20 只开始增长，到现在数量增长到已经不需要通过人工捕获来繁殖水獭了。(第 3 题 *ipredicting.com copyright*)

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SECTION 3

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恐龙脚印与其灭绝

A 每个人都知道恐龙是由于小行星碰撞地球灭绝的。6500 万年前，一个巨大的星体撞击地球，伴随尘土飞扬的还有恐龙——这种大型的爬行动物的灭绝。因此就有一个听起来让人感到讽刺的与该观点对称的一个想法，那就是同样是由于小行星的碰撞导致了恐龙这个物种的出现。(这个理论是由哥伦比亚大学的 Paul Olsen 和《This Week's Science》的同事共同提出的。(第 1 题 ipredicting.com copyright))

B 关于恐龙的记载最早是在 2.3 亿年前，在三叠纪时期，但是那时的恐龙体型都很小，并且和其它众多爬行动物一起生活在地球上。但是到了接下来距今 2 亿 200 万年的侏罗纪，它们就侵占了地球，并且也变成了书中和电影《侏罗纪公园》中常常描述的庞然大物。(实际上，出现在屏幕上的恐龙是距离现在不远的白垩纪) Dr Olsen 和他的同事并不是第一个提出恐龙是因为小行星碰撞地球而出现的学者，但是他们却是第一个提出上述过程是在一眨眼的功夫中发生的科学家。

C 恐龙的骨架是很罕见的，恐龙的脚印化石却是大量存在的，而恐龙的脚印大小是估算其本身骨架大小的一个很好的指标，所以 Dr Olsen 和他的同事们将研究的重心集中在恐龙的脚印上而不是骨架上。(第 3, 4 题)

D 待研究的恐龙脚印是在北美东部发现的，该地区后来遍布裂缝的峡谷，和现在的东非大峡谷很像。和现在的东非的大峡谷一样，三叠纪和侏罗纪时期的美国的地貌有湖泊，并且由于气候变化，这些湖的大小会以固定的频率扩张或是收缩，而这种气候变化是由于地球轨道周期性的变动产生的。这种规律性伴随着在小型的特定地球磁场可探测到的地球磁场的反转，意味着这个地方的岩石和时期可以被追溯到几千年前。此外，湖边黏糊糊的沉淀物记录着曾经存在的生物的痕迹。做此研究的 10 位论文作者内部分配工作，研究着 80 处这样的遗迹。

E 研究者关注着 18 处所谓的恐龙群落，这些是可以准确和该物种匹配的脚印，但是它们却不可以和某一大类的动物匹配，因此只能作为在甚至有时根本没有任何骨架可以参考的情况下知悉该组恐龙情况的唯一途径。(第 5 题)

F 18 个恐龙群落中的 5 个在三叠纪快要结束的时候消失了，有 4 个成功地过渡

到了侏罗纪，还有 6 个不是在两纪交接期消失了，就是在艰难渡过三叠纪刚刚进入侏罗纪时就消失了。

G 两纪的分界线本身就是有启发性的，第一个表明小行星撞击使恐龙灭绝的发现是在白垩纪末期岩石中奇高的铱含量，而这也正是恐龙从化石记录中消失的时候。铱在地球表面是很罕见的，但是在流星中是大量存在的。(第 6 题) 当人们开始相信这个理论时，也开始寻找其它在白垩纪末期异常的物种。其中之一是在分界层上面的岩层中发现的大量的蕨类孢子，也就是蕨类植物穗。

H 这一发现和上述理论吻合，许多现代的蕨类都是机会主义者，它们竞争不过有叶的植物，但是当一片地区被比如说火山喷发清空，那么它们往往是第一个出现的生物。小行星撞击地球会使大部分的带叶植物消失，但却为蕨类植物的生长提供了一个天堂。所以岩石中发现的蕨类很好地说明了当时有很毁灭性的事情发生过。

I 铱元素的异常和在岩石中发现的蕨类植物的大量繁殖都是发生在三叠纪末期。而这也说明当时的生物没能幸免这场屠杀，但让人惊讶的是新的恐龙群落是怎么消失的，比如说 Eubrontes giganteus 是在铱元素异常的 10,000 年后消失的。这些大型的脚印是兽脚亚目食肉恐龙留下的，它们是跃龙和霸王龙的祖先，而这些大型的脚印已经比三叠纪的兽脚亚目食肉恐龙的大 20%。

J Dr Olsen 和他的同事们认为能解释这种恐龙体型上的快速增加的是一种被称为“生态释放”的现象。这种现象在当今也存在，(只是在现今多见于小型的生物)，比如爬行动物到了没有竞争者的陆地。最著名的例子就是在印度尼西亚的 Komodo，当地的蜥蜴体型非常巨大以至于被人称作龙。换句话说，恐龙在没有竞争者的情况下也会迅速繁殖。(第 7, 8, 9 题)

K 这就引发了一个问题，这种影响是在哪里发生的？

地壳上似乎没有 2 亿 200 万之久的巨型的洞，这点可能被忽略了。(第 10 题) 旧的火山口被腐蚀和埋起来，不是很容易被找到，或者它们只是消失了。(第 11 题)

尽管大陆型地壳或多或少不会发生改变，海底是一直有能引起大陆漂移的构造过程支撑的循环的，没有哪个海底超过 2 亿年的年龄，所以一个在海底生成的火山坑可能已经被大洋吞噬了。(第 12 题 predicting.com copyright))

L 还有第三种可能性，就是火山口是存在的，只是形成时间弄错了，(第 13 题) 在魁北克发现的火山口，根陨石坑形成于 2 亿 1400 万年前，火山口非常的大，直径有 100 公里，是在几个小时内同时形成的周围 3 或 5 个火山口之间最大的一个，就像是解体的彗星在地球上一个一个砸出来的。这样的影响肯定会对地球有很大的影响，但是 2 亿 1400 万年前的岩石却没有任何记录。因此有

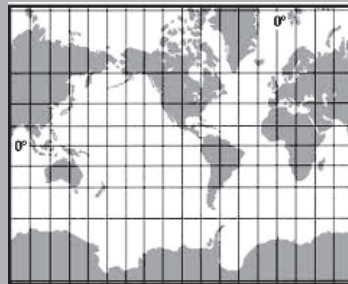
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SECTION 1

航海钟表发展

阅读预测系列 配套中文考题在线辅助系统 ks.ipredicting.com 在 ipad, 手机上也可使用

- A 航海钟表发明的时代背景是正如 Dava Sobel 所描述的：“航海钟表是时代最棘手的科学问题”。现实是，在 18 世纪，没有一个人能造出一个能承受在巨大海浪和船体的倾斜以及在温度发生巨大变化的情况下，钟表还能准确计时。确实，很多的科学家都认为这样的钟表是不可能造出来的。知道一个人在地球上的位置需要两个非常简单但却必不可少的两个坐标，而不是仅用一张地图来指出某个点距离图上下或是左右的距离。
- B 经度是用来衡量一个人从出发点出发在没有像赤道这样的基准线的限定下所能走的距离。一艘船上的船员只关心自己从离开出发点后已经走了多远。即使是在大海的中间，一望看不到陆地，从理论上来说知道自己的经度是很简单的事情。要知道自己离开出发点已经走了多远的关键是要知道在那个时间点出发地的准确时间。自己所在的当地的时间（通过太阳的位置很容易确定）和出发地的时间之间的差值可以算出自己离出发地的距离。（第 2，7 题）
- C 直到 18 世纪中期，航海家一直都不能准确地确定自己在海上所处的位置，所以经常要面对在到达目的地之前可能会因此发生的海难或是海上供给提前耗完这类的风险。月亮或是其它的发光星体的角度会在每 3 个小时的格林威治时间就做一次记录。为了确认经度，水手需要通过六分仪测量月亮中心和一个星体之间的角度——月距——以及两个星体的高度。水手还需要计算出从地球的中心的角看到的月亮的位置。格林威治标准时间是通过航海天文历来确定的。获得时间和当地时间之间的差值可作为计算离格林威治的经度的计算依据。这个看似简单的理论的一个致命问题在于——**当一个水手在大海上的时候怎么能知道出发地的时间？**（第 4 题）
- D 最显而易见也是很简单的一个办法就是携带一个准确的钟表，在出发前，设置成出发地的时间。之后所要做的就是让钟表正常运转，并且在整个航程中不能够重新设置钟表。这样这个钟表就会提供出发地的时间，所以比方说如果船上时间是中午 12 点，而出发地的时间是当地时间的午夜 12 点，那么可以马上知道两地之间有 12 个小时的时差，所以船肯定是在地球的另一半球，经度 180 度。（第 9 题 *ipredicting.com copyright*）
- E 1714 年之后当英国政府拿出 20,000 英镑的巨额奖金来鼓励解决这个问题，这项奖项由“经度委员会”来负责。这 20,000 英镑的奖励根据不同的精准



经度设置的三个等级的总值，要拿走全额奖金就必须要做到能准确定位经度且误差范围不能超过半个经度。如果要依据时钟来解决这个问题（自从该奖项公开以后有人也提出了其它的方法来解决航海定位的问题），那么就要求钟表在一天之内的误差不能超过 2.8 秒，这在当时对于航海钟表是不可能做到的，即使是正常的手表在最佳的情况下都是做不到的。（第 10 题）

F 后来高达 200 万奖金终于鼓舞了约克郡的一位靠自学来挑战的木匠 John Harrison, 他开始尝试设计一款航海钟表。在他早期生涯的后期，他和他的弟弟 James 一起合作，他们第一个主要的作品是一个有革命意义的塔钟楼，放在 Brocklesby 公园，之所以说这个钟表具有革命意义是因为它不需要润滑油。18 世纪的钟表润滑油的质量都很差，这也是导致钟表的准确性在当时一直都提不上去的主要原因之一。Harrison 没有一直把重点放在提高润滑油的质量上，而是想要设计一个不需要润滑油的钟表。1730 年，Harrison 带着将要设计的一款航海钟表的图纸和表述申请竞争“经度大奖”，并且到达伦敦寻找经济支持。他将自己的想法告诉了皇家宇航员 Edmond Halley, Halley 把他推荐给英国最顶尖的钟表工匠 George Graham, 他对 Harrison 的想法很支持，所以他私人赞助 Harrison 来造他设计的航海钟表。Harrison 花了 5 年造出了 H1 航海钟。他将 H1 带给代表经度委员会的皇家科学院的成员，该钟表是第一个经度委员会认为经得起航海考验的钟表。（第 1, 5, 11 题 *ipredicting.com copyright*）



G Harrison 又经过了多次的尝试才制造出了比 H1 更好的航海钟，这是一个完全不同的设计。H4 和前面设计的 3 个航海钟完全不同，它看起来像是大块的手表。Harrison 的儿子 William 带着 H4 在 1761 年 11 月 18 号乘坐 Deptford 船向西印度群岛航行。H4 是一个巨大的成就，但是还是不足以让经度委员会向 Harrison 授予大奖。

H Hohn Hadley 是一名英国的数学家，他改进了六分仪，那时他和 Harrison 竞争大奖。六分仪是用来测量角度的仪器，比如说在太阳和地平线之间的角度，这样可以方便算出船或是飞机的位置。这样的测量先是看到目标，瞄准目标，然后再定位目标，这在天文学上也是很重要的测量方式。测量的角度和时间可以用来计算出航海航天图表上的位置。六分仪还可以用来测量月球和其它星体之间的月距，从而确定格林威治时间而后再用它来测算经度。（第 3, 12 题）

I 后来几代的航海钟表制造专家大多数都是英国人，但是并不是说重要成就的取得就全是英国人的功劳。法国人 Pierre Le Roy 就是航海钟表发展史早期的一个重要人物。另外一个重要的人物是 Lancastrian Thomas Earnshaw, 他是和 John Arnold's 同时代的，只是相对要年轻一些。Earnshaw 创造了航海钟擒纵器的最后版本，有一个弹簧连接，定型了航海钟的最终形式，开创了在接下来一个半世纪（沿用）更加安全的航海篇章。（第 13 题）

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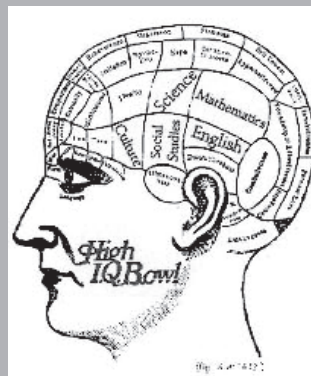
SECTION 2

智力与天赋

复印母书很可能是老旧的版本（存在错误/遗漏，不能升级电子系统） 正版为底色橙色 复印黑白盗版

A 1904 年，法国教育官员在面对学校资源匮乏的情况下，想要找到一种方法来区分没有能力学习的学生和仅仅是懒惰的学生。

Alfred 比奈负责设计区分原则和找到智力研究的解决方法，他是智力研究的先驱，其很多智力测试直到现在仍被使用。他在 1905 年发明了一个由 30 个问题组成的测试，可以测试到和智商相关的若干能力，比如说判断和推理，该项测试决定了测试儿童的智力年龄。该测试之前建立了一项标准来衡量孩子既定的智力年龄（比如说，5 岁大的孩子一般能正确地答出 10 道题）。因此，实际年龄 5 岁的孩子的得分应该是 10 分，这表明了他/她和其他同年龄的孩子的大脑功能相似，孩子的智力年龄会和他的实际年龄进行比对。



B 如果孩子的智力年龄和他的实际年龄相差甚远（第 22 题）（比如说 9 岁大的孩子只有 4 岁的智力年龄），那么可能就说明孩子没有能力学习而不是懒惰，也意味着他/她可能要开始接受特殊教育了。但是比奈否认了该项测试的目的是在测量智商，它的功能仅仅是诊断，只是为了区分而已。但是他的初衷后来被人们所忽视并且造成了很多问题和误解。（第 16, 19 题）

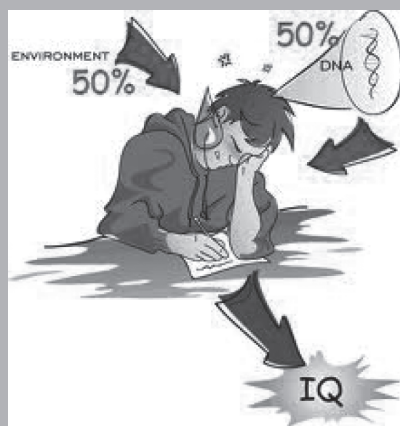
C 尽管比奈的测试很流行，但是要能处理好一系列实际和智力年龄的数据并得出正确地结论并非易事。所以在 1912 年，Wilhelm Stern 建议将原来的两位数简化成一位数，用智力年龄除以真实年龄，并且在得出结果后乘以 100。所以一个平均水平的孩子，不管年龄多大，都会得到 100 的成绩，任何低于 100 分的孩子意味着他/她可能需要特殊帮助，如果高于 100 分，说明一个孩子比同伴要聪明。（第 15, 20 题）

D 这项衡量标准现在被命名为“IQ”（也就是“智商”），（第 17 题）并且逐渐变成衡量一个人，不论是孩子或是成人和别人相比表现如何。（“智商”这个术语是 Lewis m Terman 在 1961 年发明的，他是斯坦福大学教育与心理学系的教授，他在比奈的测试的基础上进行了大量的修订，创立了斯坦福-比奈智商测试，其应用范围更加广泛。）

E 研究智商和其发展的领域最终产生了次一级的领域——心理测验学 Psychometrics (psycho 代表心理，metrics 代表测试)，心理测验学（测试的发展和应用）的实用的一面在很早就得到了推广，到 1917 年，当爱因斯坦发表他的广义相对论时，（第 24 题）大规模的测试已经得到了应用。德国的

不受限的潜水艇之战（导致了卢西塔尼亚号潜水艇在 1915 年沉船），导致美国最终于同年加入了一战。军队急需招募军人，有 200 万的应征者待挑选，哪些人能成为军官，而哪些成为士兵呢？心理测验学家设计出了 2 套智力测试题，帮助筛选士兵，或者最起码从某种意义上来说决定了哪些人能活着而哪些人可能会死，因为军官在战场上要安全得多。（第 21 题）这些测试是在极其恶劣的情况下完成的，测试官似乎缺乏常识，很多应征者根本就没弄明白是怎么回事，在有的测试中，应征者甚至得了 0 分！测试官也得出了雷人的结论：美国成年人的平均智力相当于 13 岁的孩子！

- F 然而，对于一些权威组织来说，在科学判断的场合用此来区分人太过方便与重要以至于很容易被忽略，所以社会有意地狂热地追捧心理学测试。在欧洲，Sir Cyril Burt 教授在 1931 年到 1950 年在伦敦大学心理学院任教，他对心理测试学做出了巨大的贡献。他很推崇智力测试，并且这一点很切合英国文化中精英主义的理念，政府的一个委员会在 1943 年运用了 Burt 教授的设计理念设计了一个相当原始的方法来测试孩子的智力表现，所有的测试者都是 11 岁，表现在前 15%-20% 的孩子上优秀老师执教的语法学校，并且其中最优秀的孩子有可能提前直接进入大学，其他的孩子可能就要按部就班地读完普通高中学校然后进入大学。（第 23 题）



- G 在这样的教育制度下，剩下的被认为不够聪明的孩子将会面对悲惨的未来，他们读次一级被别人遗忘的学校，他们就像失败的笨蛋，在被官方贴上这样的标签后，他们的学习动力直线下降，这样的状况一直持续到 1974 年，公共教育制度宣布改革。（现在 Burt 被认为编造了很多数据，来得出智力很大程度上取决于基因的结论，他显然编造了双胞胎的研究来支持自己的观点，同时还编造了 2 个同事为他收集实验结果的故事。）

- H 智力测试加强了政治和社会偏见，从而得出犹太人应该被逐出美国因为他们是智力低等的，（第 25 题）可能会污染整体基因，黑人也应该不要再哺育后代，该测试的滥用和结果的偏差使得心理测试学一直备受争议。

- I 测量对于科学和技术而言是非常重要的，每当测量技术进步，科学都会发生飞跃发展，心理测试学一直都致力于想要定性衡量心理学，比如说智力，具体的能力，焦虑，外向型，情绪的稳定性，和配偶的兼容性等等。（第 14 题）测试得出的分数对孩子的影响很大，一个 IQ 测试如果被老师或是父母认为是确定的，那么这样的影响将持续孩子一生。70 年代，这个问题引起大家重视，法院最终提出终止任何人依据 IQ 测试结果来做决定，其它主要的问题还在于该测试并不能测量智商，因为智商是否可以测量本身就存在争议，尽管有的人认为智商测试是心理学最伟大的成就。（第 26 题）

雅思阅读真题 Version 23317

SECTION 3

内部和外部市场营销

- A 雇员需要听到公司向外部市场所宣讲一致的信息，但是在大多数的公司里，内部和外部的沟通不是很一致。这会让人很困扰，也会威胁到雇员对公司的整体性的理解：管理层告知他们一件事情，但是发现向外部披露相关信息是不一致的。比方说，一家健康保险公司，发出的广告说病人的福利是该公司优先要考虑的事情，但是员工被告知他们主要的目标是通过削减成本，增加公司期权的价值。还有一家金融服务机构告诉客户，他们正在进行战略重心转移，将从一家金融零售商转为金融顾问公司，但是一年后，研究表明客户发现这家公司没有任何的改变。结果发现那家公司的领导根本就没有在公司内部宣传这项改变，所以雇员仍然在致力于进行大量的交易，并没有改变他们的行为以和自己新的顾问角色相匹配。(第 34, 38 题)



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- B 使得雇员能够符合顾客的期望是很重要的，当然这并不是公司要将内部外部信息统一的唯一原因。另一个原因是帮助公司达到既定的目标，此外别无他法。1997 年，当 IBM 启动了电子商务活动（很大程度上改变了公司的形象），它选择忽略研究的结果，因为该结果表明公司的客户还没有准备好接受 IBM 成为电子商务的领导者。尽管从外部看来，这个活动是公司努力进行外部营销的表现，IBM 可以将这次活动作为向内部员工宣传，要将科技未来的着眼点放在网络上。公司内部宣传活动改变了雇员所做事情的方式，从他们对产品的命名，到组织员工销售产品的方式。这个宣传活动之所以能够成功，很大程度上是因为它使得雇员能明白公司的方向和目的，而反过来使得 IBM 重新获得自信，预测未来，领导技术行业。今天，研究表明，和 IBM 的竞争对手微软相比，有多出 4 倍的人愿意将 IBM 和“电子商务”联系起来。

(第 35, 29 题 ipredicting.com copyright)

- C IBM 成功采用的“双向塑造品牌”的方式可以说是一种双赢的模式。内部的市场营销得到加强因为可以勾勒出广告中宣传的相同的理念。客户营销也得到加强因为信息得到更好的宣传，是因为其基于雇员的行为和态度，以及公司的优势和能力——确实，宣传是来自公司的核心，这个结果使得广告中所要传达的信息很突出，因为市场营销者更有可能传达出一个公司所特有的广告宣传的信息。

- D 更重要的是，通过对雇员的考虑，公司能够避免发布不能引起员工共鸣的或者更糟糕的是引起员工不满的信息。1996 年，美国联合航空公司提出了“飞向友好的天空”的口号，这个口号是在接到客户对航空业很不满意的调查后提出的。为了弥补航空业的不足，美国联合航空公司推出了一个新的宣传活动，

为了突出自己在服务普遍偏差的航空业的不同，以及不断提高自己的实际行动，比如说提供更为可口的饭菜。在当时，这样的推广活动是很符合逻辑的，但是它着眼于客户对于飞行的厌恶，所以对于公司员工来说是很打击人的，结果员工的不满最终使得联合航空公司没有办法兑现曾经改进服务的承诺，而这个反过来也破坏了“与众不同”的承诺。3年后，美国联合航空公司决定雇员的反对阻碍了公司的成功，也拖累了推广活动，所以公司推出了一个更加有包容性的品牌口号，使得客户和公司员工都很支持。最基本的广告法则——找到并且解决客户的诉求——美国航空公司之所以会失败是因为没有考虑到公司内部的营销。(第 31, 36, 40 题 *ipredicting.com copyright*)

E 当说到执行的时候，将内部和外部营销联系在一起的最普遍也是最有效的方法就是在推出对外广告的时候，要考虑到客户和公司员工的双重利益。IBM 在推出自己“电子商务”推广活动的时候就很有效地应用了这个方式。它在华尔街日报上刊登了一个 8 个版面的广告，表明了自己新的视野，同时指向客户以及公司内部利益相关人。为了引起公众的注意，这是一个代价很高的方式，但是如果使用得当，这是信息沟通的一个很高效的方式；事实上，你只需要让公司的员工阅读一次就够了。而且这还有一个象征性的优势。这是一个很好释放信号的技巧，表明公司是很严肃地看待自己的承诺的，也表明公司在这方面是透明的，同样的信息同时到达客户和公司内部利益相关人。

F 广告并不是唯一联系内外部营销的方式。在 NIKE，许多高级的运营人员有一个额外的头衔“公司故事的讲述人”。他们故意避开经济方面成功的故事，而是致力于口号“去做吧”，反映加强了公司的广告推广活动。比方说有一个故事，能够让人们回忆起教练和 Nike 的合办者 Bill Bowerman 的传奇经历，当初他们是为了给自己的球队设计一款鞋，将橡胶倒在了家里的熨斗上，成了 NIKE 著名的 Waffle Sole 的原型。通过讲述这样的品牌诞生的故事，公司希望保持创新的精神，而这种精神正是广告推广活动的特征以及公司内部认可的理念。(第 37, 33 题 *ipredicting.com copyright*)

G 但是公司为了使得他们的信息能够一致，对外的宣传要比内部的提前一些。这样的承诺能够向员工提供更好的激励，让他们有所期待。1980 年代，福特将公司内部提倡的“质量是保住工作的根本！”变为对外宣传的广告来对抗价格更便宜，性能更可靠的日本车的竞争。他们在内部实现承诺之前将其公之于众，这给员工一个激励来抵抗来自日本的竞争者。当然如果这个承诺过早地做出，就会失去诚信。当被围困的英国铁路公司启动一个宣传活动来宣称自己的服务的提升，打着“我们已经到达那里”旗号时，这个做法就太不成熟了。为了引起人们对现实和理想之间差距的注意，还特意举办了具有毁灭性的新闻发布会，这大大地挫败了员工的士气，因为这些员工以前一直以自己服务的改进而感到自豪。(第 30, 32 题 *ipredicting.com copyright*)

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SECTION 3

纸张还是电脑？

电脑技术曾经一度被认为会取代纸张，但是这个预言并未成为现实。按人均来算，西方世界的每个国家如今纸张的使用量要比十年前要多。空白纸张的消费——比如说最常见的办公用纸，在美国从 1995 年到 2000 年增长了近 15%。这也是一个很好的例子说明要摒弃陈旧的浪费的习惯是何等得难以及我们是怎样顽固地抵制电子化带给我们的~~高效快捷~~。但是许多认知心理学家和人类工程学家并不认同这一点。他们认为纸张能够一直被人们使用有许多合理的原因：当要完成特定的认知任务时，纸张和电脑相比有很多的~~优点~~。当人们看到桌面上一片狼藉或是看到空中管制人员挥舞着纸条指挥交通时，会感到心烦意乱，因此对纸张在人们生活中扮演的角色让人们感到困惑。（第 27 题）

B 关于纸张最极端的一个理论“无纸办公化的神话”，是两位社会学家 Abigail Sellen 和 Richard Harber 提出的。他们在自己所写的书的开头记叙了一项他们在华盛顿国际货币组织完成的研究，他们花大量的时间写相关的报道讨论复杂的经济问题，而这些问题他们认为似乎适合坐在电脑前完美地解决。然而国际货币基金组织铺天盖地都是纸张，Stellen 和 Harber 想要知道为什么会这样。答案就是写报告的工作，至少国际货币基金组织，是一个极度合作性的过程，涉及到专业性判断，以及其他人员作出的工作。他们发现经济学家将报告的草稿带到会议室，散发相关的纸页，彼此之间进行协商。讨论过后，他们回到各自的办公室，将一些评论简略地记在书的空白处，这就充分利用了手写笔记的非正式性。然后他们拿着写满注释的草稿找到报告的作者，一页一页地讨论可能的修改建议。在整个过程的最后，报告的作者将写满评论的纸页摊在桌子上，开始上面的内容输入到电脑中，不停地翻动着纸张，改了又改，边保存边删改。（第 28, 37 题 *ipredicting.com copyright*）

C 如果没有纸张，上述这个需要协作和互动的工作过程就会变得困难得多。在 Sellen 和 Harper 看来，纸张有一系列的功能可见性——也就是可做特殊用途。首先纸张是有形的：我们可以拿起一个文件，轻轻地翻阅，随便读一读，就可以很快掌握其中的大意。纸张从空间上看也是很灵活的，意味着我们可以将它摊开，按着我们觉得最佳方式对其进行编排。而且还可以对其及进行修改：我们可以轻松地附上注释，在阅读的时候在上面随便写写，又不会改变原来的文本。当然电子文档也有自己的优点，便于搜索，分享，保存远程传输，也容易和其它相关的材料联系。但是电子文档在一群人工作的时候就凸显出缺点，Sellen 和 Harper 这样写道：（Summary 第 34, 35, 36 题以及 29 题）

D 纸张使得某种思维模式成为可能，比方说你桌子上的图片，可能你桌子的一边是键盘和电脑屏幕，椅子离桌子大约有 18 英寸。桌子上剩下的可能

些和知识有关的手工制品什么的。这一摞一摞的文件看起来很乱,但其实不然。当苹果电脑研究中心的小组在几年前研究堆积的行为时,他们发现即使是摆放最乱的文件在摆放者看来都是有道理的,(第 38 题)并且办公室人员能够清楚地记得自己的摆放历史以及当时这样摆放的原因。比方说靠近最干净的 18 平方英寸的区域摆放的一般是最紧急要处理的文档,而其中放在最上面的文件一般又是其中重要的,摆放的一摞一摞的文件是活的会呼吸的档案。随着时间的推移,它们会有时因为时间原因或是主题原因或是二者兼有之被不断翻阅。关于特定文件的线索可能就被镶嵌在了文档之中,比如说将某页纸摆放特定的角度或是在一摞文件中插入一些分割物。(第 30 题)

E 但是为什么我们将文件摞起来而不是将其归档?因为简单地摞放表示动态的持续的思考过程。Alison Kidd 是心理学家,他的研究经常被 Sellen 和 Harper 广泛引用,认为知识工作者通过桌面上的物理空间来表达自己的还没有想好要怎么分类或是还没有决定怎样使用这些文件。混乱的桌面并不一定意味着没有收拾,可能是一个复杂性的信号:同时要面对诸多未解决的问题的人不能将桌上的纸张进行分类和归档,因为他们还没有将自己的想法分类和归档。Kidd 写道许多他交谈过的人将桌子上的纸用作背景线索,在周一回来继续上班时或是在电话打断自己的工作后可以用来及时轻松地恢复之前一系列复杂的工作。当我们看放在桌子上的纸张时,从某种意义上讲,我们是在看着我们脑子里所想的东西。(第 30 题 *ipredicting.com copyright*)

F 关于纸张可以完成一个特制的认知和社会化过程的想法和我们以前一直以来的看法是有很大不同的。纸张最初是在 19 世纪晚期在办公室作为“系统管理”的一部分开始扩散的。为了应对工业化经济的复杂性,经理们制定了全公司范围的制度并且要求每月每周甚至每天都要由下属向上汇报最新的进展情况。(第 39 题)因此出现了月报,办公室手册以及公司内刊。1880 年代打字机风靡,使得利用零散时间创建文件成为可能,随后是复写纸的出现,意味着打字员可以同时打印 10 份的文档。比方说一家铁路公司,可以在总部由一位打字员每周打出一份列车时刻表。纸张不是在创造性的集体协作方面重要,而是在作为一个控制手段时显得尤为重要。(第 32,

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1

Version 23101

主题 意大利建筑学家

教师互动解析
请扫描二维码



1	NOT GIVEN	2	TRUE	3	FALSE
4	NOT GIVEN	5	TRUE	6	TRUE
7	TRUE	8	Stonemason	9	Gian Giorgio Trissino
10	Inigo Jones	11	Temple	12	Quattro Libri dell'Architettura
13	Benevolent calm				

2

Version 23102

主题 巧克力历史

教师互动解析
请扫描二维码



1	D	2	E	3	D
4	C	5	B	6	FALSE
7	NOT GIVEN	8	NOT GIVEN	9	TRUE
10	TRUE	11	Covering	12	Chocolate liquor
13	Cocoa fat	14	Mold (form)		

3

Version 23105

主题 古陶器生产

教师互动解析
请扫描二维码



27	B	28	D	29	A
30	E	31	D	32	C
33	NOT GIVEN	34	NO	35	YES
36	NO	37	YES	38	YES
39	A	40	B		

4

Version 23107

主题 公司企业道德

教师互动解析
请扫描二维码



14	v	15	viii	16	iv
17	vii	18	iii	19	i
20	ii	21	equal opportunity	22	internal cost
23	C	24	C	25	A
26	B				

5

Version 23110

主题 现代管理之父

教师互动解析
请扫描二维码



14	v	15	iii	16	ix
17	vii	18	viii	19	ii
20	NOT GIVEN	21	TRUE	22	FALSE
23	FALSE	24	A	25	E
26	B	27	D		

6

Version 23120

主题 俄勒冈州农业

教师互动解析
请扫描二维码



1	E	2	D	3	C
4	A	5	F	6	D
7	B	8	G	9	NO
10	YES	11	NO	12	YES
13	NOT GIVEN				

7

Version 23125

主题

恐龙灭绝

教师互动解析
请扫描二维码



1	A	2	C	3	A
4	A	5	C	6	B
7	TRUE	8	TRUE	9	FALSE
10	TRUE	11	FALSE	12	NOT GIVEN
13	NOT GIVEN				

8

Version 23128

主题

麋鹿的灭绝

教师互动解析
请扫描二维码



28	400, 000 years ago	29	8000 years ago	30	7000 years ago
31	Wooded interglacials	32	10500 years ago	33	Male's huge antlers
34	minerals	35	Habitat destruction	36	B
37	D	38	A	39	C
40	C				

9

Version 23205

主题

电视上瘾

教师互动解析
请扫描二维码



27	TRUE	28	FALSE	29	TRUE
30	NOT GIVEN	31	A	32	C
33	D	34	D	35	B
36	A	37	E	38	popular pastime
39	TV addicts	40	orienting response		

10

教师互动解析
请扫描二维码



Version 23305

主题

水獭

1	C	2	A	3	G
4	E	5	B	6	D
7	G	8	F	9	Salt water
10	(Sense of) sight/sight sense	11	swimming speed	12	Coastal otters
13	Moles				

11

教师互动解析
请扫描二维码



Version 23306

主题

恐龙脚印与消失

1	YES	2	NOT GIVEN	3	YES
4	NOT GIVEN	5	NO	6	NO
7	ecological release	8	competitors	9	dragons
10	overlooked	11	(have) vanished	12	swallowed up
13	misdated				

12

教师互动解析
请扫描二维码



Version 23309

主题

航海时钟

1	F	2	B	3	H
4	C	5	F	6	YES
7	NO	8	NOT GIVEN	9	home
10	2.8s	11	oil/lubrication	12	sextant
13	marine chronometer				

13

Version 23310

主题

智力测验

教师互动解析
请扫描二维码



14	G	15	C	16	B
17	D	18	B	19	B
20	A	21	C	22	TRUE
23	FALSE	24	NOT GIVEN	25	TRUE
26	NOT GIVEN				

14

Version 23317

主题

企业内部管理策略

教师互动解析
请扫描二维码



28	D	29	C	30	B
31	F	32	C	33	A
34	E	35	FALSE	36	TRUE
37	TRUE	38	NOT GIVEN	39	B
40	E				

15

Version 23325

主题

纸张和电脑

教师互动解析
请扫描二维码



27	iv	28	iii	29	viii
30	ii	31	ix	32	i
33	collaborative and iterative	34	tangible	35	tailorable
36	group of people	37	C	38	A
39	A	40	D		

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