Passage1

Recently biologists have been interested in a tide-associated periodic behavior displayed by the diatom *Hantzschia virgata*, a microscopic golden-brown alga that inhabits that portion of a shoreline washed by tides (the intertidal zone). Diatoms of this species, sometimes called "commuter" diatoms, remain burrowed in the sand during high tide, and emerge on the sand surface during the daytime low tide. Just before the sand is inundated by the rising tide, the diatoms burrow again. Some scientists hypothesize that commuter diatoms know that it is low tide because they sense an environmental change, such as an alteration in temperature or a change in pressure caused by tidal movement. However, when diatoms are observed under constant conditions in a laboratory, they still display periodic behavior, continuing to burrow on schedule for several weeks. This indicates that commuter diatoms, rather than relying on environmental cues to keep time, possess an internal pacemaker or biological clock that enables them to anticipate periodic changes in the environment. A commuter diatom has an unusually accurate biological clock, a consequence of the unrelenting environmental pressures to which it is subjected; any diatoms that do not burrow before the tide arrives are washed away.

This is not to suggest that the period of this biological clock is immutably fixed. Biologists have concluded that even though a diatom does not rely on the environment to keep time, environmental factors—including changes in the tide's hydrostatic pressure, salinity, mechanical agitation, and temperature—can alter the period of its biological clock according to changes in the tidal cycle. In short, the relation between an organism's biological clock and its environment is similar to that between a wristwatch and its owner: the owner cannot make the watch run faster or slower, but can reset the hands. However, this relation is complicated in intertidal dwellers such as commuter diatoms by the fact that these organisms are exposed to the solar-day cycle as well as to the tidal cycle, and sometimes display both solar-day and tidal periods in a single behavior. Commuter diatoms, for example, emerge only during those low tides that occur during the day.

GWD1-Q25:

The passage suggests which of the following about the accuracy of the commuter diatom's biological clock?

A. The accuracy of the commuter diatom's biological clock varies according to changes in the tidal cycle.

B. The unusual accuracy that characterizes the commuter diatom's biological clock is rare among intertidal species.

C. The commuter diatom's biological clock is likely to be more accurate than the biological clock of a species that is subject to less intense environmental pressures.

D. The commuter diatom's biological clock tends to be more accurate than the biological clocks of most other species because of the consistency of the tidal cycle.

E. The accuracy of the commuter diatom's biological clock tends to fluctuate when the diatom is observed under variable laboratory conditions.

GWD1-Q26:

The author of the passage compares the relationship between an organism's biological clock and its environment to the relation between a wristwatch and its owner most probably in order to

A. point out a fundamental difference between the function of biological clocks in organisms and the use of mechanical clocks by humans

B. illustrate the way in which the period of an organism's biological clock can be altered by environmental factors

C. suggest that there are important similarities between the biological clock in organisms such as the commuter diatom and the biological clock in humans

D. support an argument regarding the methods used by certain organisms to counteract the influence of the environment on their biological clocks

E. question the accuracy of the biological clock in organisms such as the commuter diatom

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GWD1-Q27:

According to the passage, the periodic behavior displayed by commuter diatoms under constant laboratory conditions is characterized by which of the following?

A. Greater unpredictability than the corresponding behavior under natural conditions

B. A consistent periodic schedule in the short term

C. No difference over the long term from the corresponding behavior under natural conditions

D. Initial variability caused by the constant conditions of the laboratory

E. Greater sensitivity to environmental factors than is the case under natural conditions

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GWD1-Q28:

The primary purpose of the passage is to

A. dispute the influence of environmental factors on the tide-associated behavioral rhythms displayed by the diatom *Hantzschia virgata*

B. describe how certain tide-associated behavioral rhythms displayed by the diatom *Hantzschia virgata* have changed over time

C. compare tide-associated behavioral rhythms to solar-day behavioral rhythms in the diatom *Hantzschia virgata*

D. examine how certain biological and environmental influences affect the tide-associated behavioral rhythms displayed by the diatom *Hantzschia virgata*

E. identify certain environmental factors that limit the effectiveness of the biological clock in the diatom *Hantzschia virgata*

Passage2

Why firms adhere to or deviate from their strategic plans is poorly understood. However, theory and limited research suggest that the process through which such plans emerge may play a part. In particular, top management decision-sharing—consensus-oriented, team-based decision-making—may increase the *(10)* likelihood that firms will adhere to their plans, because those involved in the decision-making may be more committed to the chosen course of action, thereby increasing the likelihood that *(15)* organizations will subsequently adhere to their plans.

However, the relationship between top management decision-sharing and adherence to plans may be affected by a firm's strategic mission (its fundamental approach to increasing sales revenue and market share, and generating cash flow and short-term profits). At one end of the strategic mission continuum, "build" strategies are pursued when a firm desires to increase its market share and is willing to sacrifice short-term profits to do so. At the other end, "harvest" strategies are used when a firm is willing to sacrifice marked share for short-term profitability and cash-flow maximization.

Research and theory suggest that top management decision-sharing may have a more positive relationship with adherence to plans among firms with harvest strategies than among firms with build strategies. In a study of strategic practices in several large firms, managers in harvest strategy scenarios were more able to adhere to their business plans. As one of the managers in the study explained it, this is partly because "Typically all a manager has to do [when implementing a harvest strategy] is that which was done last year." Additionally, managers under harvest strategies may have fewer strategic options than do those under build strategies; it may therefore be easier to reach agreement on a particular course of action through decision-sharing, which will in turn tend to promote adherence to plans. Conversely, in a "build" strategy scenario, individual leadership, rather than decision-sharing, may promote adherence to plans. Build strategies—which typically require leaders with strong personal visions for a firm's future, rather than the negotiated compromise of the team-based decision—may be most closely adhered to when implemented in the context of a clear strategic vision of an individual leader, rather than through the practice of decision-sharing.

GWD3-Q23:

Which of the following best describes the function of the first sentence of the second paragraph of the passage?

A. To answer a question posed in the first sentence of the passage about why firms adopt particular strategic missions

B. To refute an argument made in the first paragraph about how top management decision-making affects whether firms will adhere to their strategic plans

C. To provide evidence supporting a theory introduced in the first paragraph about what makes firms adhere to or deviate from their strategic plants

D. To qualify an assertion made in the preceding sentence about how top management decision-making affects the likelihood that firms will adhere to their strategic plans

E. To explain a distinction relied on in the second paragraph (lines 17-68) regarding two different kinds of strategic missions

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GWD3-Q24:

The passage cites all of the following as differences between firms using build strategies and firms using harvest strategies EXCEPT

A. their willingness to sacrifice short-term profits in order to build market share

B. their willingness to sacrifice building market share in order to increase short-term profitability

C. the number of strategic options available to their managers

D. the relative importance they assign to maximizing cash-flow

E. how likely they are to employ decision-sharing in developing strategic plans

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GWD3-Q25:

The primary purpose of the passage is to

A. identify some of the obstacles that make it difficult for firms to adhere to their strategic business plans

B. compare two different theories concerning why firms adhere to or deviate from their strategic plans

C. evaluate the utility of top management decision-sharing as a method of implementing the strategic mission of a business

D. discuss the respective advantages and disadvantages of build and harvest strategies among several large firms

E. examine some of the factors that may affect whether or not firms adhere to their strategic plans

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GWD3-Q26:

The author includes the quotation in lines 44-47 of the passage most probably in order to

A. lend support to the claim that firms utilizing harvest strategies may be more likely to adhere to their strategic plans
B. suggest a reason that many managers of large firm prefer harvest strategies to build strategies
C. provide an example of a firm that adhered to its strategic plan because of the degree of its managers' commitment
D. demonstrate that managers implementing harvest strategies generally have better strategic options than do managers implementing build strategies
E. give an example of a large firm that successfully implemented a harvest strategy

Passage3

Behavior science courses should be gaining prominence in business school curricula. Recent theoretical work convincingly shows why behavioral factors such as organizational culture and employee relations are among the few remaining sources of sustainable competitive advantage in modern organizations. Furthermore, empirical evidence demonstrates clear linkages between human resource (HR) practices based in the behavioral sciences and various aspects of a firm's financial success. Additionally, some of the world's most successful organizations have made unique HR practices a core element of their overall business strategies.

Yet the behavior sciences are struggling for credibility in many business schools. Surveys show that business students often regard behavioral studies as peripheral to the mainstream business curriculum. This perception can be explained by the fact that business students, hoping to increase their attractiveness to prospective employers, are highly sensitive to business norms and practices, and current business practices have generally been moving away from an emphasis on understanding human behavior and toward more mechanistic organizational models. Furthermore, the status of HR professionals within organizations tends to be lower than that of other executives.

Students' perceptions would matter less if business schools were not increasingly dependent on external funding—form legislatures, businesses, and private foundations—for survival. Concerned with their institutions' ability to attract funding, administrators are increasingly targeting low-enrollment courses and degree programs for elimination.

Q9: The primary purpose of the passage is to

A. propose a particular change to business school curricula
B. characterize students' perceptions of business school curricula
C. predict the consequences of a particular change in business school curricula
D. challenge one explanation for the failure to adopt a particular change in business school curricula
E. identify factors that have affected the prestige of a particular field in business school curricula

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Q10: The author of the passage mentions "empirical evidence" (line 10) primarily in order to

A. question the value of certain commonly used HR practices
B. illustrate a point about the methodology behind recent theoretical work in the behavioral sciences
C. support a claim about the importance that business schools should place on courses in the behavioral sciences
D. draw a distinction between two different factors that affect the financial success of a business

E. explain how the behavioral sciences have shaped HR practices in some business organizations

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Q11:

The author of the passage suggests which of the following about HR professionals in business organizations?

A. They are generally skeptical about the value of mechanistic organizational models.
B. Their work increasingly relies on an understanding of human behavior.
C. Their work generally has little effect on the financial performance of those organizations.
D. Their status relative to other business executives affects the attitude of business school students toward the behavioral sciences.
E. Their practices are unaffected by the relative prominence of the behavioral sciences within business schools.

Q12:

The author of the passage considers each of the following to be a factor that has contributed to the prevailing attitude in business schools toward the behavioral sciences EXCEPT

A. business students' sensitivity to current business norms and practices
B. the relative status of HR professionals among business executives
C. business schools' reliance on legislatures, businesses, and private foundations for funding
D. businesses' tendency to value mechanistic organizational models over an understanding of human behavior
E. theoretical work on the relationship between behavioral factors and a firm's financial performance

Passage4

Most pre-1990 literature on businesses' use of information technology(IT)—defined as any form of computer-based information system—focused on spectacular IT successes and reflected a general optimism concerning IT's potential as a resource for creating competitive advantage. But toward the end of the 1980's, some economists spoke of a "productivity paradox": despite huge IT investments, most notably in the service sectors, productivity stagnated. In the retail industry, for example, in which IT had been widely adopted during the 1980's, productivity (average output per hour) rose at an average annual rate of 1.1 percent between 1973 and 1989, compared with 2.4 percent in the preceding 25-year period. Proponents of IT argued that it takes both time and a critical mass of investment for IT to yield benefits, and some suggested that growth figures for the 1990's proved these benefits were finally being realized. They also argued that measures of productivity ignore what would have happened without investments in IT—productivity gains might have been even lower. There were even claims that IT had improved the performance of the service sector significantly, although macroeconomic measures of productivity did not reflect the improvement.

But some observers questioned why, if IT had conferred economic value, it did not produce direct competitive advantages for individual firms. Resource-based theory offers an answer, asserting that, in general, firms gain competitive advantages by accumulating resources that are economically valuable, relatively scarce, and not easily replicated. According to a recent study of retail firms, which confirmed that IT has become pervasive and relatively easy to acquire, IT by itself appeared to have conferred little advantage. In fact, though little evidence of any direct effect was found, the frequent negative correlations between IT and performance suggested that IT had probably weakened some firms' competitive positions. However, firms' human resources, in and of themselves, did explain improved performance, and some firms gained IT-related advantages by merging IT with complementary resources, particularly

human resources. The findings support the notion, founded in resource-based theory, that competitive advantages do not arise from easily replicated resources, no matter how impressive or economically valuable they may be, but from complex, intangible resources.

GWD5-Q22:

The passage is primarily concerned with

A. describing a resource and indicating various methods used to study it
B. presenting a theory and offering an opposing point of view
C. providing an explanation for unexpected findings
D. demonstrating why a particular theory is unfounded
E. resolving a disagreement regarding the uses of a technology

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GWD5-Q23:

The passage suggests that proponents of resource-based theory would be likely to explain IT's inability to produce direct competitive advantages for individual firms by pointing out that

A. IT is not a resource that is difficult to obtain
B. IT is not an economically valuable resource
C. IT is a complex, intangible resource
D. economic progress has resulted from IT only in the service sector
E. changes brought about by IT cannot be detected by macroeconomic measures

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GWD5-Q24:

The author of the passage discusses productivity in the retail industry in the first paragraph primarily in order to

A. suggest a way in which IT can be used to create a competitive advantage
B. provide an illustration of the "productivity paradox"
C. emphasize the practical value of the introduction of IT
D. cite an industry in which productivity did not stagnate during the 1980's
E. counter the argument that IT could potentially create competitive advantage

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GWD5-Q25:

According to the passage, most pre-1990 literature on businesses' use of IT included which of the following?

A. Recommendations regarding effective ways to use IT to gain competitive advantage
B. Explanations of the advantages and disadvantages of adopting IT
C. Information about ways in which IT combined with human resources could be used to increase competitive advantage
D. A warning regarding the negative effect on competitive advantage that would occur if IT were not adopted
E. A belief in the likelihood of increased competitive advantage for firms using IT

Passage5

Even more than mountainside slides of mud or snow, naturally occurring forest fires promote the survival of aspen trees. Aspens' need for fire may seem illogical *(5)* since aspens are particularly vulnerable to fires; whereas the bark of most trees consists of dead cells, the aspen's bark is a living, functioning tissue that—along with the rest of the tree—succumbs quickly *(10)* to fire.

The explanation is that each aspen, while appearing to exist separately as a single tree, is in fact only the stem or shoot of a far larger organism. A group of thousands of aspens can actually constitute a single organism, called a clone, that shares an interconnected root system and a unique set of genes. Thus, when one aspen—a single stem—dies, the entire clone is affected. While alive, a stem sends hormones into the root system to suppress formation of further stems. But when the stem dies, its hormone signal also ceases. If a clone *(25)* loses many stems simultaneously, the resulting hormonal imbalance triggers a huge increase in new, rapidly growing shoots that can outnumber the ones destroyed. An aspen grove needs to *(30)* experience fire or some other disturbance regularly, or it will fail to regenerate and spread. Instead, coniferous trees will invade the aspen grove's borders and increasingly block out sunlight needed by the aspens.

GWD5-Q35:

The primary purpose of the passage is to explain the

A. qualities that make a particular organism unique
B. evolutionary change undergone by a particular organism
C. reasons that a phenomenon benefits a particular organism
D. way in which two particular organisms compete for a resource
E. means by which a particular organism has been able to survive in a barren region

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GWD5-Q36:

It can be inferred from the passage that when aspen groves experience a "disturbance" (line 30), such a disturbance

A. leads to a hormonal imbalance within an aspen clone
B. provides soil conditions that are favorable for new shoots
C. thins out aspen groves that have become overly dense
D. suppresses the formation of too many new aspen stems
E. protects aspen groves by primarily destroying coniferous trees rather than aspens

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GWD5-Q37:

The author of the passage refers to "the bark of most trees" (line 6) most likely in order to emphasize the

A. vulnerability of aspens to damage from fire when compared to other trees
B. rapidity with which trees other than aspens succumb to destruction by fire
C. relatively great degree of difficulty with which aspens catch on fire when compared to other trees
D. difference in appearance between the bark of aspens and that of other trees
E. benefits of fire to the survival of various types of trees

Passage6

The sloth bear, an insect-eating animal native to Nepal, exhibits only one behavior that is truly distinct from that of other bear species: the females carry their cubs (at least part-time) until the cubs are about nine months old, even though the cubs can walk on their own at six months. Cub-carrying also occurs among some other myrmecophagous (ant-eating) mammals; therefore, one explanation is that cub-carrying is necessitated by myrmecophagy, since myrmecophagy entails a low metabolic rate and high energy expenditure in walking between food patches. However, although polar bears' locomotion is similarly inefficient, polar bear cubs walk along with their mother. Furthermore, the daily movements of sloth bears and American black bears which are similar in size to sloth bears and have similar-sized home ranges reveal similar travel rates and distances, suggesting that if black bear cubs are able to *(26)* keep up with their mother, so too should sloth bear cubs.

An alternative explanation is defense from predation. Black bear cubs use trees for defense, whereas brown bears and polar bears, which regularly inhabit treeless environments, rely on aggression to protect their cubs. Like brown bears and polar bears (and unlike other myrmecophagous mammals, which are noted for their passivity), sloth bears are easily provoked to aggression. Sloth bears also have relatively large canine teeth, which appear to be more functional for fighting than for foraging. Like brown bears and polar bears, sloth bears may have evolved in an environment with few trees. They are especially attracted to food-rich grasslands; although few grasslands persist today on the Indian subcontinent, this type of habitat was once wide spread there. Grasslands support high densities of tigers, which fight and sometimes kill sloth bears; sloth bears also coexist with and have been killed by tree-climbing leopards, *(52)* and are often confronted and chased by rhinoceroses and elephants, which can topple trees *(53)*. Collectively these factors probably selected against tree-climbing as a defensive strategy for sloth bear cubs. Because sloth bears are smaller than brown and polar bears and are under greater threat from dangerous animals, they may have adopted the extra precaution of carrying their cubs. Although cub-carrying may also be adoptive for myrmecophagous foraging, the behavior of sloth bear cubs, which climb on their mother's back at the first sign of danger, suggests that predation was a key stimulus.

Q9:

The primary purpose of the passage is to

F. trace the development of a particular behavioral characteristic of the sloth bear

G. explore possible explanations for a particular behavioral characteristic of the sloth bear

H. compare the defensive strategies of sloth bear cubs to the defensive strategies of cubs of other bear species

I. describe how certain behavioral characteristics of the sloth bear differ from those of other myrmecophagous mammals

J. provide an alternative to a generally accepted explanation of a particular behavioral characteristic of myrmecophagous mammals

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Q10: The author mentions rhinoceroses and elephants (lines 52-53) primarily in order to

F. explain why sloth bears are not successful foragers in grassland habitats

G. identify the predators that have had the most influence on the behavior of sloth bears

H. suggest a possible reason that sloth bear cubs do not use tree-climbing as a defense

I. provide examples of predators that were once widespread across the Indian subcontinent

J. defend the assertion that sloth bears are under greater threat from dangerous animals than are other bear species

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GWD6-Q11:

Which of the following, if true, would most weaken the author's argument in lines 18-26 ("Furthermore … sloth bear cubs")?

F. Cub-carrying behavior has been observed in many non-myrmecophagous mammals.

G. Many of the largest myrmecophagous mammals do not typically exhibit cub-carrying behavior.

H. Some sloth bears have home ranges that are smaller in size than the average home ranges of black bears.

I. The locomotion of black bears is significantly more efficient than the locomotion of sloth bears.

J. The habitat of black bears consists of terrain that is significantly more varied than that of the habitat of sloth bears.

GWD6-Q12:

Which of the following is mentioned in the passage as a way in which brown bears and sloth bears are similar?

A. They tend to become aggressive when provoked.

B. They live almost exclusively in treeless environments.

C. They are preyed upon by animals that can climb or topple trees.

D. They are inefficient in their locomotion.

E. They have relatively large canine teeth.

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答案

Passage1 CBBD

Passage2 DEEA

Passage3 ECDE

Passage4 CABE

Passage5 CAA

Passage6 BCDA