

绝密★启用前

2021 年全国硕士研究生入学统一考试

管理类专业学位联考

英语（二）[1A]



▽ 考生注意事项 ▽

1. 答题前，考生须在试题册指定位置上填写考生编号和考生姓名；在答题卡指定位置上填写报考单位、考生姓名和考生编号，并涂写考生编号信息点。
2. 考生须把试题册上的“试卷条形码”粘贴条取下，粘贴在答题卡的“试卷条形码粘贴位置”框中。不按规定粘贴条形码而影响评卷结果的，责任由考生自负。
3. 选择题的答案必须涂写在答题卡相应题号的选项上，非选择题的答案必须书写在答题卡指定位置的边框区域内。超出答题区域书写的答案无效；在草稿纸、试题册上答题无效。
4. 填（书）写部分必须使用黑色字迹签字笔书写，字迹工整、笔迹清楚；涂写部分必须使用 2B 铅笔填涂。
5. 考试结束，将答题卡和试题册按规定交回。

（以下信息考生必须认真填写）

考生编号																				
考生姓名																				

2021 年全国硕士研究生入学统一考试管理类专业硕士学位联考

英语试卷 1A

Section I Use of English

Directions: Read the following text. Choose the best word(s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

Perhaps you are one of the lucky ones. Perhaps you have reached your 40s, 50s, or 60s blissfully happy in your job. You are engaged, ___1___, and challenged. Your work draws on your natural talents and passions.

The rest of us, ___2___, may be experiencing, if not a mid-career crisis, at least mid-career boredom. According to Gallup pollsters, only one-third of Baby Boomers and Gen Xers are ___3___ by their work. Jim Harter, Gallup's chief scientist for workplace management and well-being, says about half of Boomer and Gen X employees fall in a second category that Gallup ___4___ as "not engaged." As Harter puts it, "They show up; they get their paycheck and do the ___5___ required." And one out of five belongs in the category Gallup calls "actively disengaged," which Harter describes as "a pretty ___6___ state."

This situation exacts a toll on more than just productivity: Gallup has found that, ___7___ engaged employees, actively disengaged workers of all ages are far likelier to report ___8___ and physical pain. They have ___9___ cortisol levels and blood pressure, and they are nearly twice as likely to be ___10___ with depression or to call in sick.

Employees of all generations are unhappy at work, ___11___ those in midlife are slightly unhappier, and for different reasons. Harter says they are ___12___ likely to complain of feeling "___13___" their careers—stuck in neutral as their junior colleagues zip along. ___14___ the mid-career slump cuts across industries and income levels, he notes that college-educated employees report ___15___ unhappiness than do those who stopped at high school. He believes that highly educated people may have higher expectations, and may ___16___ find career disappointments more bitter. Harter's remarks ___17___ me of something Howard H. Stevenson, a Harvard Business School professor emeritus, told me by way of explaining why so many successful ___18___ run aground on the shoals of midlife boredom. "There's a difference between 20 years of experience, and one year of experience 20 times," he said. "People do the same thing and they don't ___19___. They don't face new ___20___."

- | | | | |
|----------------------|------------------|--------------------|------------------|
| 1. A. freighted | B. fulfilled | C. furious | D. frustrated |
| 2. A. however | B. therefore | C. thus | D. meanwhile |
| 3. A. engaged | B. challenged | C. satisfied | D. obsessed |
| 4. A. figures | B. characterizes | C. surveys | D. questions |
| 5. A. maximum | B. moral | C. minimum | D. mutual |
| 6. A. decent | B. deliberate | C. denounced | D. desperate |
| 7. A. different from | B. similar to | C. confronted with | D. compared with |
| 8. A. stress | B. smile | C. strength | D. stroke |
| 9. A. lower | B. higher | C. various | D. slight |
| 10. A. described | B. declined | C. diagnosed | D. defined |
| 11. A. and | B. or | C. even | D. but |
| 12. A. particularly | B. peculiarly | C. previously | D. permanently |
| 13. A. engaged in | B. addictive to | C. locked into | D. lingered in |
| 14. A. Indeed | B. Nevertheless | C. Even | D. Although |
| 15. A. greater | B. less | C. milder | D. tremendous |
| 16. A. however | B. therefore | C. instead | D. rather |
| 17. A. relieve | B. reverse | C. remind | D. reinforce |
| 18. A. personnel | B. personas | C. professionals | D. personalities |
| 19. A. change | B. get | C. glimpse | D. grow |
| 20. A. obstacles | B. standards | C. information | D. challenges |

Section II Reading Comprehension

Part A

Directions:

Read the following four texts. Answer the questions after each text by choosing A, B, C or D. Mark your answers on the ANSWER SHEET. (40 points).

Text 1

Workplace technology is revolutionizing how we communicate at the office. Will we ever stop talking altogether? Without the water cooler–style chitchat that can make work life more

vibrant, office relationships could start to resemble the interactions we have with strangers.

On some level, offices exist to inspire inter-person collaboration. But many of the basic technologies that employees now use to work together often encourage them to work virtually independent of one another. Document-editing services, for example, allow employees to collaborate without ever communicating in physical space, while cloud-based chat programs let workers discuss projects, in real time, at their respective computers. How have workers responded? “They put on their headphones— headphones are the new walls— to signal they are involved in high-concentration work and not available for chitchat,” says Stowe Boyd, a social critic whose research focuses on the future of work. Such behavior is indicative of a wider workplace trend.

What’s the upside of a chitchat-free future, in which colleagues work together in close physical proximity but never need to talk person-to-person? For one, it may make work experiences more seamless and efficient by eliminating gossipy distractions that can get in the way of substantive affairs. It also may safeguard employees from physical harassment, a growing workplace concern, says Jamais Cascio, an author and futurist. But there are possible **snags**. Virtual environments have the potential to reduce social inhibitions, which could lead to confrontation. It’s also possible that technology will create a more impersonal atmosphere. Research suggests informal office fooling around can boost productivity— office relationships could start to resemble the interactions we have with strangers in public spaces.

Ultimately, some experts believe, humans may remove themselves from the work equation altogether, though not in the sense that they will be replaced by robots, as many have predicted. Cascio envisions a time when machine learning and artificial intelligence will bring about digital simulacra that imitate the appearance, voice, and knowledge base of individual employees. Such simulacra, he explains, will serve as information assistants, handling various brief professional interactions. “All of this can come together into a scenario in which people working in the same physical location still have person-to-person interactions,” Cascio says, “but almost exclusively for non-work issues, while using smart agents, bots, and simulacra to mediate professional issues.” In the end, though, such a scenario might bring us closer together. “We could all be sitting at the beach, next to each other, unaware that our surrogates were doing business,” says Boyd, “while we doze in the sand.”

21. Document-editing services are mentioned in paragraph 2 to indicate _____.
- A. new technologies encourage inter-person cooperation at the workplace
 - B. chat programs let workers discuss projects in real time physical interaction
 - C. workplace technologies more often than not encourage us to work physically by ourselves.
 - D. new technologies help us to work smoothly with strangers.
22. What is an indicator of workplace trend as according to paragraph 2?

- A. people are avoiding chitchat in the working environment.
 - B. workers resort to cloud-based chat programs for their chitchatting.
 - C. people wear headphones so that they can concentrate on their jobs.
 - D. workers stop talking to each other and feel fine about that.
23. The word “snags”(Para.3) is closest in meaning to _____
- A. downsizing
 - B. difficulties
 - C. snaps
 - D. opportunities
24. What is Jamais Cascio’s attitude toward a no-chitchat future in the workplace?
- A. tolerant
 - B. scornful
 - C. positive
 - D. indifferent
25. What can we learn from the last paragraph?
- A. people would enjoy themselves at the beaches and work stops to be the top priority of our life.
 - B. the digital imitation of human appearance, voice, and knowledge will conduct all the chitchats.
 - C. people will be replaced by robots in terms of everyday work.
 - D. face-to-face communication in office place will ultimately for non-professional issues to enhance our relationship.

Text 2

According to the diaper maker Unicharm, in Japan, adult diapers now outsell baby diapers. That’s because a quarter of the country’s population is 65 or older. By 2060, that proportion will hit 40 percent. What adjustments have to be made when so many people grow old simultaneously?

To take one example, after a recent surge in accidents involving older drivers, the government began testing the Robot Shuttle, an autonomous bus intended for use in rural areas, where Japan’s shrinking pains have hurt the most. Other tweaks include slowing down escalators and equipping shopping carts with magnifying glasses. It’s long been observed that Japan’s aging doesn’t bode well for its economy. Lots of old people means a financial drain on both the private and public sectors, as health-care and pension costs skyrocket and productivity declines.

But the news isn’t all bad: Amid this elder boom, a new, 100 trillion yen (\$800 billion)

consumer category has emerged, known as “the silver market.” Millions of Japanese seniors who have long been saving for retirement find themselves at the center of a commercial bonanza. The products competing for their attention range from Docomo’s Raku-Raku 4, a smartphone that’s “easier to hear” and also has jumbo screen icons, to Fujisoft’s Palro, a \$6,000 “carebot” that combats dementia through trivia games and fitness drills. Even video-game arcades, long a bastion of youth, are wooing golden agers with benches for resting; arcade staffers are encouraged to get certified as senior-friendly “service assistants.”

The most intriguing product, though, may be engay food. Engay is Japanese for “swallowing,” something that can become increasingly difficult as people age: More Japanese now die each year from choking than in traffic accidents. Instead of settling for, say, a cup of Ensure brand pudding, throw some cooked salmon in a blender. Then, with a little help from modern chemistry, mold the resulting pink puree back into the shape of a fillet(鱼片). The thing that makes this culinary alchemy(magic) possible is a gelling agent called Softia G. Softia G allows cooks to reshape pureed food into something resembling its original form, but with a texture that goes down easy.

The technique has been widely featured on cooking blogs and has given rise to its own cookbook and cooking contest. Even the fancy Hotel New Otani Osaka now uses it to prepare meals for geriatric(老年病) guests. Nutri hopes to bring engay food to the rest of the world, though it’s not clear how the rest of the world would respond. “This is gorgeous stuff, but you have to be practical,” says Howard Rosenberg, the director of food services at the Resort Nursing Home in Queens, New York. “Putting a glaze on salmon with a blowtorch ... You can’t have an open flame in a nursing facility.”

26. Which one of the following statements is not an adjustment catering the aging Japanese society?

- A. autonomous buses under operation in rural Japan.
- B. adjusting the speed of escalators for the elderly
- C. facilitating the seniors’ shopping with amplifying gadgets on carts
- D. increasing adult diaper production for the coming 2060

27. What can we learn from paragraph 3?

- A. various products are tailored for the seniors to make sure they have a happy retirement.
- B. the old population in Japan has become the target of heated commercial competition.
- C. a consumer category is specially created for the elderly’s benefit in Japan.
- D. the skyrocketed health-care and pension costs would be largely compensated by the golden-agers’ spending.

28. Softia G is mentioned in paragraph 4 to show that_____.

- A. it is a company dedicated to solving the swallowing problems for the elderly in Japan.
- B. it uses modern chemistry to reshape food into fillets.
- C. it comes up with a brilliant idea to decrease the mortality from choking because of old age.
- D. it is the only agent who can produce engay food in Japan.
29. What can we infer from the last paragraph?
- A. the new Yorkers won't like the technique because you can't have an open flame in the restaurant.
- B. cultural difference has to be taken into consideration when promoting engay food
- C. engay food is getting so much heat that it will take over the overseas markets soon.
- D. engay food is not practical enough to be popularized worldwide.
30. What is the passage mainly about?
- A. Japanese seniors give rise to a booming market.
- B. ever-increasing old population has troubled Japan with heavy burden.
- C. engay food will be the new trend for the golden-agers in the near future.
- D. the government in Japan are trying every means to help the elderly to enjoy their retirement.

Text 3

Once upon a time, staying a healthy weight was easy. To lose weight you simply had to practice the reverse of home economics--spend more than you earned. Unfortunately for many, but perhaps not surprisingly, it turns out that people are rather more complicated than bank accounts.

To stay a healthy weight, you need a hormone called leptin to work properly. It sends "I'm full" messages from the fat cells up to the brain, where they go, among other places, to the same pleasure centers that respond to drugs like cocaine. Obese people produce plenty of leptin, but the brain doesn't seem to respond to it properly. Last year researchers at the Oregon Research Institute scanned the brains of overweight people and found their reward circuit were underactive. They were eating more to try to get the enjoyment they were missing.

There's a lot of evidence for the fact that most, if not all, of us have a set point around which our weight can vary by about seven to nine kilos, but anything beyond that is a real struggle. Making changes is hard, particularly if your body is working against you. So why not reject the traditional approaches and try some new method, based on the latest research, that work with your body rather than against it.

Several years ago researchers at the National Institute on Aging in Baltimore reported that when they gave rats very little food one day and allowed them to eat plenty the next, they

showed virtually all the benefits of a permanent calorie restriction diet. The same goes for humans, according to Dr. James Johnson.

How does it work? Besides forcing the body to burn fat, it may also cause hormonal changes. Most people say that the diet takes a bit of getting used to, but is not as **grinding** as trying to cut back on an everyday basis.

Older dieters may remember something called brown fat. Unlike the undesirable white stuff; this was a dieter's dream. Instead of storing excess energy as fat, brown-fat tissue burned it off to keep you warm—at least in mice. Brown fat fell out of favor because researchers couldn't find much in humans but now, thanks to the New England journal of Medicine, it's back in fashion. The idea is to expose people to cold temperatures. They then make more brown fat and their weight drops.

31. The last sentence in Paragraph 1 indicates that people's understanding of losing weight _____.
- A. seems rather unreasonable
 - B. is unnecessarily complicated
 - C. used to be limited
 - D. can be partly justified
32. According to the findings of the Oregon Research Institute, _____.
- A. overweight people get less pleasure from eating the same amount
 - B. overweight people enjoy eating more than the others do
 - C. people will become overweight if they eat more than they need
 - D. people are more likely to be overweight if they produce less leptin
33. The word "grinding" in Paragraph 5 is closest in meaning to _____.
- A. effective
 - B. realistic
 - C. unreliable
 - D. miserable
34. It can be learned that brown fat _____.
- A. converts excess energy into fat
 - B. works better in warm temperatures
 - C. burns extra energy to produce heat
 - D. accumulates easily in human bodies
35. The author's purpose in writing is to _____.
- A. compare the various ways of cutting calories
 - B. recommend new methods of losing weight
 - C. point out the misconceptions of losing weight
 - D. clarify the common myth about weight loss

Text 4

Despite America's reputation for optimism, nearly three-quarters of U.S. adults are pessimistic about the country's future.

This may not be all bad, though. Decades of research have found that positive thinking isn't always so positive. In some cases, pessimists fare better than those with a sunnier disposition. Married couples who were extremely optimistic about their relationship's future were more likely to experience relationship deterioration.

Optimism may also be tied to lower earnings. A study of data from British households found that across two decades, especially optimistic self-employed people earned about 25 percent less than their pessimistic peers. And National Cancer Institute researchers found that people who lowballed their risk of heart disease were more likely to show early signs of it. Maybe this is because a rosy outlook leaves us overconfident. For example, homeowners who underestimated their chances of radon(氡) exposure were less likely to buy radon test kits than were those with a more realistic sense of risk—their optimism left them vulnerable.

Optimism can also invite disappointment. In one study, psychology students were surveyed immediately before and after receiving exam results. Students who had anticipated a higher grade than they received were upset after learning their score; students who had under-estimated their grade (i.e., the pessimists) felt better afterward.

Embracing negativity may also have social benefits. Compared with cheery moods, bad moods have been linked to a more effective communication style, and sadness has been linked to less reliance on negative stereotypes. Feeling down can make us behave more fairly, too. People who saw sad video clips before playing an allocation game were more generous with their partners than those who saw happy clips.

So how can you get the most out of a glass-half-empty mindset? In the 1980s, two University of Michigan researchers described a strategy they called “defensive pessimism,” whereby people harness their anxiety for good. A pair of follow up studies found that by setting low expectations and envisioning worst case scenarios, defensive pessimists optimized their performance on a variety of tasks, from darts and math problems to fulfilling real-life goals.

This approach might work across one's lifetime, too. A 30-year study of more than 10,000 Germans found that older adults who had underestimated their future satisfaction were less likely than their optimistic peers to end up disabled or die prematurely. Defensive pessimism isn't exactly a new strategy, of course—the Stoics(斯多噶派学者) were urging “the premeditation of evils” some 2,300 years ago. Still, it may be time to revise an old maxim: Forget about hoping for the best. Instead, focus on preparing for the worst.

36. According to the author, married couples with very positive expectations for their relationship would probably go through tough time because _____.
- A. relationship deterioration is inevitable for every couple.
 - B. positive thinking might not produce good results
 - C. they are not sunny enough.
 - D. Americans have a reputation for bad marriages.
37. We can learn from paragraph 3 and 4 that optimism can incur various adverse results EXCEPT _____
- A. it might entail over-confidence in your health.
 - B. it might have something to do with lower income.
 - C. it puts you into greater disappointment when things go wrong.
 - D. it encourages you to rationalize your higher scores.
38. Why do people watching gloomy video clips before playing a game show higher generosity?
- A. they are better communicators when feeling blue.
 - B. they tend to rely on more positive stereotypes.
 - C. they are fairer players when in sadness.
 - D. negativity triggers their care for social benefits for others.
39. As according to researchers of University of Michigan, defensive pessimists will _____.
- A. always imagine the worst scenarios whatsoever.
 - B. constantly hold the empty-glass view and constrain their efforts.
 - C. make fun of their anticipation for good results.
 - D. make the best out of their performance on various tasks
40. What is the author's attitude towards defensive pessimism?
- A. positive
 - B. negative
 - C. defensive
 - D. tolerant

Part B

Directions:

Read the following text and match each of the numbered items in the left column to its corresponding information in the right column. There are two extra choices in the right column. Mark your answers on the ANSWER SHEET. (10 points)

Visitors to Henn-Na, a restaurant outside Nagasaki, Japan, are greeted by a peculiar sight: their food being prepared by a row of humanoid robots that bear a passing resemblance to the Terminator.

“Using robots makes a lot of sense in a country like Japan, where it’s hard to find employees,” CEO Hideo Sawada told me. Sawada speculates that 70 percent of the jobs at Japan’s hotels will be automated in the next five years. “It takes about a year to two years to get your money back,” he said. “But since you can work them 24 hours a day, and they don’t need vacation, eventually it’s more cost-efficient to use the robot.” This may seem like a vision of the future best suited—perhaps only suited—to Japan. But according to Michael Chui, a partner at the McKinsey Global Institute, many tasks in the food-service and accommodation industry are exactly the kind that are easily automated. Chui’s latest research estimates that 54 percent of the tasks workers perform in American restaurants and hotels could be automated using currently available technologies—making it the fourth most-automatable sector in the U.S.

The cost of machines, even sophisticated ones, has fallen significantly in recent years, dropping 40 percent since 2005, according to the Boston Consulting Group. Labor, meanwhile, is getting expensive, as some cities and states pass laws raising the minimum wage. “We think we’ve hit the point where labor-wage rates are now making automation of those tasks make a lot more sense,” Bob Wright, the chief operations officer of Wendy’s, said in a conference call with investors last February, referring to jobs that feature “repetitive production tasks.” Wendy’s, McDonald’s, and Panera are in the process of installing self-service kiosks in locations across the country, allowing customers to order without ever talking to an employee. Starbucks encourages customers to order on its mobile app; such transactions now account for 10 percent of sales.

Business owners insist that robots will take over work that is dirty, dangerous, or just dull, enabling humans to focus on other tasks. The international chain CaliBurger, for example, will soon install Flippy, a robot that can flip 150 burgers an hour. John Miller, the CEO of Cali Group, which owns the chain, says employees don’t like manning the hot, greasy grill. Once the robots are sweating in the kitchen, human employees will be free to interact with customers in more-targeted ways, bringing them extra napkins and asking them how they’re enjoying their burgers. Blaine Hurst, the CEO and president of Panera, told me that his no-longer-needed cashiers have been tasked with keeping tabs on the customer experience. “That labor has been redeployed back into the café to provide a differentiated guest experience,” Hurst said.

James Bessen, an economist at Boston University School of Law, found that as the number of ATMs in America increased fivefold from 1990 to 2010, the number of bank tellers also grew. Bessen believes that ATMs drove demand for consumer banking: No longer constrained by a branch’s limited hours, consumers used banking services more frequently,

and people who were unbanked opened accounts to take advantage of the new technology.

	A. Automation sounds more like a good idea as the wage goes up and machine costs go down.
41. Hideo Sawada	B. Employees hating manning the hot, greasy grill can feel free to interact with customers instead.
42. Michael Chui	C. Automation in hotels will be sure thing in the near future.
43. Bob Wright	D. Increase of machines and human services can go hand in hand.
44. Blaine Hurst	E. Humanoid robots in Japan restaurants are a proper solution to the lack of human labor.
45. James Bessen	F. Hotels and restaurants are among the most automatable industries.
	G. Labor saved by machines can be relocated to provide better consumer experience.

Section III Translation

46. Directions:

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

For people born after the new millennial, internet is no rare thing, like something that has existed all along. For most post-80s, the birth and popularity of the Internet is an epoch-making historic event. By contrast, their parents and grandparents might still refuse to use smart phones. This seems to have revealed a brutal fact: as we age, our ability to accept new things has been declining. This also seems to explain why there are so many natural contradictions between parents and children, and between teachers and students.

Elder people tend to subconsciously suspect and reject new things since they have accumulated enough knowledge. When we encounter something that challenges what we have known, we will subconsciously regard it as a threat.

What's scary is that with the explosion of information, our speed of acquiring new

knowledge is increasing rapidly. The result is that the speed of reaching the stable state is also increasing. Eventually, we have more and more preconceptions. Our values, the relationship between men and women, ideology, and the attitude toward work all quickly cease to evolve.

Section IV Writing

Part A

47. Directions:

Suppose you are the head of the student union for the English department. An online chatting with some international students from your university would be held. Write to the students of the English department a memo to

- 1) tell them about the arrangements.
- 2) invite suggestions for follow-up face-to-face events.

You should write about 100 words on the ANSWER SHEET.

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

Part B

48. Directions:

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

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

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



数据来源：中国国家统计局