

## Part I GRAMMAR (30 points, 3 points each)

### Correct Errors

*The passage contains ten errors. Each indicated line contains a maximum of one error. In each case, only ONE word is involved. You should proofread the passage and correct it in the following way:*

*For a wrong word, copy the wrong word to your answer sheet and write the correct one after it.*

*For a missing word, write \_\_\_\_\_ on the answer sheet followed by the word after the missing word, and then write the word which you believe is missing.*

*For an unnecessary word, copy the unnecessary word to your answer sheet and cross it with a slash / .*

There has been much talk in recent years about the end of the book, but	
the Austen industry appears to have heard the news. All four of the	[1]____
books under reviewing are published in high-quality hardback editions, with	[2]____
_____ of <i>Emma</i> being the most handsome. Its	
large size and heavy weight, complemented by thick, wood-textured	
endpapers, acid-free cream-vellum paper, generous margins and woven	
bindings that suggest an object important in their own right, an object and a	[3]____
form that will not go quiet into the good night.	[4]____
Holding a book of this size and weight, one is reminded not only of the	
book as a thing, but also of the important role that things themselves play in	
books. In literary studies, this has fostered a new method of criticism under	
_____ the anthropology, this	[5]____
practice considers how objects are invested with meanings beyond their	
material existence. It would be a mistake, _____ s	[6]____
as primarily, or even predominantly, about things. In a letter, Austen	
_____ is the	
_____ her novels focus not only on the courtship plots	[7]____
that structure her narratives, but also on the manners, the judgement, the	
subtlety and the tact requiring to negotiate day-to-day encounters with those	[8]____
whom, like Mrs. Elton in <i>Emma</i> , one often loathes but of whom one will	
likely never be free. They are novels of social evaluation, of minutely and	[9]____

careful observation, both of manners and of internal mental processes,	
novels	however, are [10]____
novels in which even seemingly simple words bear multiple resonances,	

## Part II READING COMPREHENSION

(75 points, 3 points each)

### A. Multiple Choice

*Please read the following passages and choose A, B, C or D to best complete the statements or best answer the questions in front of them.*

#### *Passage 1*

Poland, once a backward agricultural country, is quickly becoming an economic powerhouse in Central Europe. The Poles are strongly pro-European, and even their relationship with the Germans is no longer as tense as it was just a few years ago. Nowhere is the transformation easier to see than in Wroclaw.

The third-richest man in Poland had arrived in Wroclaw by private jet in the morning. Leszek Czarnecki is now sitting on the 12th floor of the Wroclaw Arcade, gazing out at the center of the formerly German city. Czarnecki owns the arcade, an office building and shopping center complex. It has a view of the construction site of

to Wroclaw today to

air on the way to his next destination. The 48-year-old Czarnecki has established a number of firms in recent years, which are all doing splendidly.

And the global economic crisis? It was non-existent for Czarnecki as it was for all of the country, which has benefited from its accession to the European Union and globalization more than almost any other. Twenty years ago, the deeply Catholic country was largely agricultural and considered backward and provincial, a millstone

nonstop boom. Even when the rest of Europe was suffering through a recession in to the EU in 2004, unemployment fell from more than 20 percent to about 8 percent today.

The boom has been most evident in the cities. Warsaw and Poznan, for example, optimistic people. They have never had it as good as they do today. Warsaw is also at peace with itself politically. Prime Minister Donald Tusk runs the government with a stable majority, while nationalist extremists on the left and right are no longer represented in Po

Berlin and has toned down its rhetoric toward Moscow; the country is also no longer seen as an unpredictable obstructionist in Brussels. Almost a quarter century after the collapse of the Soviet bloc, the country of 38 million has become a respected regional power.

Hardly anywhere else is the Polish economic wonder as much in evidence as it is in business school. In 1987, Poland was still paying homage to the socialist planned economy. Czarnecki, an extremely talented student and avid diver, formed a company

corresponding government company.

When the Iron Curtain fell, Czarnecki sold his shares. He leased a Mercedes with the proceeds, and in doing so realized how profitable the leasing business was. He promptly entered the leasing market for cars and construction machinery. Czarnecki has become a very rich man, and he constantly dreams up new business ideas.

Foreign investment is less responsible for the Polish economic miracle than the growth of small and mid-sized companies that produce primarily for the Polish market, so that only 40 percent of the economy is dependent on foreign investment. High domestic consumption prevented the country from sliding into recession during the 2009 crisis. In Wroclaw, the Poles work primarily in Polish companies. Only 40,000 of the 150,000 new jobs created in the region in the last eight years were the result of foreign investment. And yet these are not low-wage jobs. The country is no longer a place for foreign companies to outsource their work.

[11] Which of the following is an appropriate title for this passage?

- [A] Poland in the Global Economic Crisis
- [B] The Polish Economic Miracle
- [C] The Polish Leasing Industry
- [D] Poland: A High-Flyer

[12] Which of the following is an appropriate description of Poland today?

- [A] an economic powerhouse in Central Europe
- [B] a respected political power in Europe
- [C] agricultural, backward and provincial
- [D] Catholic and largely agricultural

[13] Poland has become a new economic powerhouse in Europe, as evident in the fact that

- [A] its relationship with Germany is no longer tense.
- [B] it has joined the European Union.
- [C] its economy has been continuously booming.
- [D] it has a high unemployment rate.

[14] How did Poland fare in the 2009 economic crisis, according to this passage?

- [A] Its economic growth came to a halt.
- [B] It outperformed other EU countries in terms of foreign investment.
- [C] Its unemployment rate was lower than that of many other EU countries.
- [D] It had full employment due large numbers of prosperous businesses.

[15]

- [A] Consistently high domestic demand
- [B] Its accession to the EU and globalization.
- [C] The ingenuity of Polish entrepreneurs.
- [D] All of the above.

### *Passage 2*

According to a new survey, 40 percent of us believe it is OK to turn up late for a meeting, because mobile phones have made it so much easier to let people know -phone company. So perhaps this convenient conclusion, underlining the usefulness of its products, should be treated with a degree of skepticism. Nevertheless, it hardly comes as a shock, does it? We have all experienced the sensation that Britain is slipping further and further behind the clock. We seem pathologically incapable of finishing big building projects within five years of the original deadline. We run up billions in edit card bills on time. We stay at home all day waiting for plumbers who have promised to appear at the crack of dawn. We turn up for 9 am hospital appointments, only to find ourselves sitting in outpatients till lunchtime. And we rejoice when our train p

But all this institutional or professional tardiness pales beside the blithe surprise is its claim that we each top up a mere 38 hours of personal lateness every year. As anyone who works in show biz journalism can confirm, there are film stars who are capable of keeping you waiting 38 hours for a single interview.

So does a mobile phone call make lateness acceptable? Surely not. You usually make such calls when the other person is already at the rendezvous point. It may reassure him that, if he waits long enough, the meeting might finally happen. But it me that you have

your tardiness? Thoughtlessness? Flakiness? If so, can you be trusted with something vital, like a job? Anyway, you have sunk in his esteem.

Of course, punctuality is a virtue prized more in some cultures than others. Japanese and Swiss businessmen would rather dance naked on hot coals than be seconds late for a meeting. Conversely, an opera in Italy can start within an hour of the time printed on the program. And a similarly laid-back attitude must have been the norm in pre-industrial Britain, where every village kept its own time and labourers estimated the hour of the day from the elevation of the sun or the erratic chimes of the church clock. Very relaxed it must have been, too.

The problem with Britain today is the friction between the half of the

- [C] Half of the population still holds on to the standard timekeeping.  
[D] A great majority of the British hope to restore the courtesy of timekeeping.

[20] According to this passage, lax time-keeping in Britain today is primarily attributed to\_\_\_\_\_.

- [A] technological and social revolutions  
[B] the fast pace of modern life  
[C] the use of mobile phones  
[D] productivity improvement

### *Passage 3*

Ask motorcyclists why they love to ride two-wheelers, and they often wax poetic. One 63-year-\_\_\_\_\_ -altering experience. For the first time in my life, I felt connected to the Universe, the wind, the

there is also a practical side to these vehicles. Versatile and highly maneuverable, motorcycles have been reliable workhorses for police departments and the military, and they continue to provide an inexpensive alternative to cars. Still, for many of the owners of the eight million motorcycles in the United States, two-wheelers represent recreation and a way of life rather than basic transportation. There is a motorcycle to \_\_\_\_\_ -road terrain, or simply cruising on back roads. Through hundreds of clubs and organizations, motorcycles bring together riders of like-minded interests, professions, religions, and ethnicities. Many ride not just for fun, but also to support charities that benefit groups ranging from autistic children to wounded veterans.

The history of motorcycles is more than 100 years. At the 19<sup>th</sup> century drew to a close, numerous inventors were trying to design new gasoline-powered vehicles, both four-wheeled and two-wheeled. One of the most successful was Charles Metz, who founded a company in Waltham, Massachusetts, to manufacture racing bicycles. According to some accounts, Metz attached an internal combustion engine to a bicycle to create a pace bike with which to train his racing team. His innovation led to the first mass-production motorcycle, known as the Orient-Aster. Metz introduced the motorbike in Boston in 1900 at the first recorded motorcycle race in the United States. The Orient completed a five-mile course in only seven minutes.

The next few years saw the establishment of two brands that would dominate the U.S. motorcycle market for half a century. The Indian Motorcycle Company, created in 1901, was for several decades the largest motorcycle manufacturer in the \_\_\_\_\_ -Davidson, founded in 1903, has experienced far greater success and now ranks as the iconic name in American made motorcycles.

Despite their popularity with the military and police, motorcycles have including some veterans seeking the camaraderie they had known in the military, took

to the road with fellow motorcyclists who liked to ride and party hard. With scary insignias and names such as Pagans, Outlaws, and Warlocks, they cultivated a rebellious image. Some gangs had highly publicized run-ins with the law. A 1953 movie, *The Wild One*, based on an actual biker street party and riot in California, did much to fuel the outlaw stereotype.

During the 1960s, a much more wholesome image of motorcyclists emerged, thanks to one of the most successful advertising campaigns of all time. In 1962,

and child riding Honda motorcycles. That ad made motorcycles a respectable means of around-whopping 500 percent.

At the same time, once-rebellious motorcyclists were settling down to marriages, families and careers. However, many never lost their love of motorcycles. Now middle-aged or older, in some case retired, they have the time and money to pursue their hobby again. In fact, the average age of Harley-Davidson owners is approaching 50. According to the Motorcycle Industry Council, the percentage of owners aged 50 and older tripled between 1985 and 2002.

The demographics have changed in other ways as well. Bikers today are just as likely to be well-established doctors, lawyers, and bankers as they are to be blue-collar workers. Within the motorcycling community, this new breed of riders is known as RUBs (Rich Urban Bikers), or Rubbies. Women, including grandmas and great-grandmas, also are getting in on the fun. According to the Motorcycle Industry Council, almost a quarter of all riders are women, as are one in ten of all motorcycle owners.

[21] Which of the following statements explains why motorcyclists enjoy riding two-wheelers?

- [A] Motorcycles are basic means of transportation for them.
- [B] Motorcyclists have had a wholesome image since the 1960s
- [C] Motorcycles represent recreation and a way of life.
- [D] Motorcyclists have been supported by the Motorcycle Industry Council.

[22] The \_\_\_\_\_ clists results from the fact that\_\_\_\_\_.

- [A] they liked to ride wild on the road
- [B] they formed gangs
- [C] they gave themselves scary names
- [D] all of the above

[23] Which of the following statements is true about the once-rebellious motorcyclists, according to this passage?

- [A] Most of them were imprisoned and never married.
- [B] Most of them lost their love of motorcycles.
- [C] Many of them continued to pursue their hobby after retirement.

[D] They made motorcycles a respectable means of transportation.

[24] In Paragraph 5, the word *wholesome* means \_\_\_\_\_.

- [A] moral
- [B] holistic
- [C] positive
- [D] healthy

[25] Which of the following statements is true about the U.S. motorcycling community today?

- [A] Most motorcycle owners are urban rich men.
- [B] Women are excluded from the community.
- [C] Most riders are well-established professionals.
- [D] About one in four riders are women.

### **B. True or False**

*Read the following passage carefully and then decide whether the statements which follow are true (T) or false (F).*

business leaders care about more than any other: themselves. When he started writing about leadership in the 1950s the subject was a back road. When he died on July 31<sup>st</sup> it was an eight-lane highway crowded with superstar professors whizzing along in multi-million-dollar muscle cars.

Mr. Bennis produced about 30 books on leadership. Some of them are classics, \_\_\_\_\_, stuffed with anecdotes, examples and literary references. He offered advice to leaders from all walks of life. Howard Schultz, the chairman of Starbucks, regarded him as a mentor. Presidents from both sides of the aisle John Kennedy and Gerald Ford, Lyndon Johnson and Ronald Reagan sought his advice. If Peter Drucker was the man who invented management (as a book about him claimed), then Warren Bennis was the man who invented leadership as a business idea.

Central to his thinking was a distinction between managers and leaders. Managers are people who like to do things right, he argued. Leaders are people who do the right thing. Managers have their eye on the bottom line. Leaders have their eye on the horizon. Managers help you to get to where you want to go. Leaders tell you what it is you want. He chastised business schools for focusing on the first at the expense of the second. People took MBAs, he said, not because they wanted to MB on \_\_\_\_\_ eom MB onm ers alp31 90.0



just learning to see yourself as others see you, though that matters, too. It means self- becoming a leader is similar, if not identical, to

he spoke: he spent a small fortune on psychoanalysis as a graduate student, dabbled in

What constitutes good leadership changes over time. Mr. Bennis was convinced that an egalitarian age required a new style. Leaders could no longer crack the whip and expect people to jump through hoops. They needed to be more like mentors and coaches than old-fashioned sergeant-majors. Top-down leadership not only risked

source: knowledge. There is no point in employing knowledge workers if you are not going to allow them to use their knowledge creatively.

The last quarter of the 20<sup>th</sup> century often saw Mr. Bennis in despair. He loathed the Masters of the Universe who boasted about how many jobs they had nuked and ic warnings about corporate corruption, extravagant executive rewards and short-termism. He also lamented the quality of leadership in Washington, DC.

But he became more optimistic in his last few years, at least about the corporate world. The Enron, WorldCom and Lehman disasters taught businesses the danger of

and compared to his own second-world-war generation, were more impressive than their immediate predecessors, characterized not merely by tolerance of other people, but respect for them.

first was the Great Depression: in 1932 his father was fired from his job as a shipping clerk without explanation and managed to put food on the table only by helping the mafia transport bootleg alcohol. The next was the Second World War: he led a platoon into battle at the age of 19 and won a Purple Heart and a Bronze Star. The third was more cheerful: the big expansion of American universities during the post-war boom.

[26] The subject of leadership is so popular nowadays that superstar professors made huge money writing about it.

[27] According to Mr. Bennis, firms fail not because of poor management but because of lack of great leaders.

[28] eyes just like actors do.

[29] integrated human being.

[30] A good leader should first be a very knowledgeable man who can tell people

what to do and how to do it.

### C. Gap Filling

*Choose from the list [A] to [F] after the passage the best sentences to fill in the gaps in the text. There are more sentences than gaps.*

It is hard to think of an industry in which competition is more important than pharmaceuticals. As health-care costs rocket, the price cuts – often of 85% or more – that generic drugs offer are one easy way to economize. Ibuprofen is a good example. In the early 1980s the drug, which soothes both pain and inflammation, was a costly patented product. Today Boots, a British chemist, sells 16 generic tablets for 40 pence (68 cents), just 2.5 pence per pill. In America, the drug can be bought in bulk for a penny a pop. [31]\_\_\_\_\_.

Patents create short-term monopolies. The deal is simple: the drug inventor makes its formula public and in exchange is granted a competition-free run at the market, lasting up to 20 years. This gives pioneers time to recoup the costs of researching and developing new compounds, vital when creating a new medicine can cost up to \$5 billion. The patent guarantees a decent return, meaning companies have both the means and the incentive to keep innovating.

When the patent reaches its expiry date, the comfortable monopoly evaporates, replaced by cut-throat competition. Incumbents have three ways of defending themselves. [32]\_\_\_\_\_. Ibuprofen illustrates this. Developed by the chemists at Boots itself in the 1960s, the patent expired in 1984. But a year earlier Boots had created Nurofen, branded ibuprofen. The clever mix of packaging and advertising protected its profits. The lucrative Nurofen brand was sold in 2006; Boots still stocks the product, which costs five times more than its generic equivalent.

A second strategy nudges customers towards newer drugs that are still protected by patent. Omeprazole, a drug to reduce stomach acid developed by AstraZeneca in the 1980s, shows how it works. Branded as Losec in Britain, it became one of the –1990s. With the patent set to expire in 2001 AstraZeneca faced a drop in profits. So the company took its drug and adapted it, creating a closely related compound, esomeprazole, which it sold as Nexium. [33]\_\_\_\_\_. A marketing campaign and attractive pricing helped shift demand away from Losec and towards Nexium. With this strategy, sales between 2006 and 2013 amounted to almost \$40 billion.

Even more troubling than fending off competition with marketing nous and common. [34]\_\_\_\_\_. A pay-for-delay deal between AstraZeneca and three big generic manufacturers helped to protect Nexium from competition between 2008 and May 2014.

The economic costs of these three strategies vary hugely. Marketing is a decent way to compete.[35]\_\_\_\_\_. But despite the quibbles, the market works: there is a choice, including a low-cost option.

- [A] Purists may wish that firms would try to outdo each other by devoting more cash to genuine research and economists may bemoan the irrationality of those who buy branded drugs at ten times the price of an identical generic.
- [B] Indeed, competition from generics is so painful to drugs companies that they have invented a series of ingenious strategies, exploiting patent laws to help maintain high prices.
- [C] A company with a patent due to expire strikes a deal: it pays potential entrants a fee not to compete, preserving its monopoly.
- [D] Marketing can create brand-specific demand, dulling the temptation to switch to low-price products.
- [E] Though a clear offshoot of the original medicine, this counted as a new drug and was given a patent.
- [F] keep generics out of the market, sustaining a monopoly.

### **Part III TRANSLATION (45 points)**

**[36] *Please read the following passage and translate it into Chinese. (20 points)***

Freud thought of the Oedipus complex as a universal, but it can be argued that it is very much a Western concept, which particularly family. Do children brought up in extended families, in which polygamy is the norm, experience the jealousy, possessiveness, and fear which Freud found in his patients? We do not know; but anecdotal evidence suggests the contrary. A Nigerian analyst told me that, during his training analysis, it took him over a year to make his analyst understand the entirely different emotional climate which obtains in a family in which the father has several wives.

We have already observed that Freud, at least in the early stages of his thought, the mother. Moreover, the father was also portrayed as authoritarian and severe, the source of prohibitions and threats, and the origin of what later became called the in which the boy feels rivalry with the father, identification with the father, father makes friendly, loving overtures.

**[37] *Please read the following passage and translate it into English. (25 points)***

戏		有		九		小
	戏			九	戏	干
	许		小			
	戏	有			小小	九
				九		
戏	母大		r m			
嘲		大		戏		
					戏	
戏九				有		戏

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The End

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