

朗阁雅思阅读考题预测

Passage 1

Plant Scents

A

Everyone is familiar with scented flowers, and many people have heard that floral odors help the plant attract pollinators. This common notion is mostly correct, but it is surprising how little scientific proof of it exists. Of course, not all flowers are pollinated by biological agents — for example, many grasses are wind-pollinated — but the flowers of the grasses may still emit volatiles. In fact, plants emit organic molecules all the time, although they may not be obvious to the human nose. As for flower scents that we can detect with our noses, bouquets that attract moths and butterflies generally smell “sweet”, and those that attract certain flies seem “rotten” to us.

B

The release of volatiles from vegetative parts of the plant is familiar, although until recently the physiological functions of these chemicals were less clear and had received much less attention from scientists. When the trunk of a pine tree is injured — for example, when a beetle tries to burrow into it — it exudes a very smelly resin. This resin consists mostly of terpenes — hydrocarbons with a backbone of 10, 15 or 20 carbons that may also contain atoms of oxygen. The heavier C₂₀ terpenes, called diterpenes, are glue-like and can cover and immobilize insects as they plug the hole. This defense mechanism is as ancient as it is effective: Many samples of fossilized resin, or amber, contain the remains of insects trapped inside. Many other plants emit volatiles when injured, and in some cases the emitted signal helps defend the plant. For example, (Z)-3-Hexenyl acetate, which is known as a “green leaf volatile” because it is emitted by many plants upon injury, deters females of the moth *Heliothis virescens* from laying eggs on injured tobacco plants. Interestingly, the profile of emitted tobacco volatiles is different at night than during the day, and it is the nocturnal blend, rich in several (Z)-3-hexenyl-olesters, that is most effective in repelling the night-active *Heliothis virescens* moths.

Herbivore induced volatiles often serve as indirect defenses. These bulwarks exist in a variety of plant species, including corn, beans, and the model plant species *Arabidopsis thaliana*. Plants not only emit volatiles acutely, at the site where caterpillars, mites, aphids or similar insects are eating them, but also generally from non-damaged parts of the plant. These signals attract a variety of predatory insects that prey on the plant-eaters. For example, some parasitic wasps can detect the volatile signature of a damaged plant and will lay their eggs inside the offending caterpillar; eventually the wasp eggs hatch, and the emerging larvae feed on the caterpillar from the inside out. The growth of infected caterpillars is retarded considerably, to the benefit of the plant. Similarly, volatiles released by plants in response to herbivore egg laying can attract parasites of the eggs, thereby preventing them from hatching and avoiding the onslaught of hungry herbivores that would have emerged. Plant volatiles can also be used as a kind of currency in some very indirect defensive schemes. In the rainforest understory tree *Leonardoxa africana*, ants of the species *Petalomyrmex phylax* patrol young leaves and attack any herbivorous insects that they encounter. The young leaves emit high levels of the volatile compound

methyl salicylate, a compound that the ants use either as a pheromone or as an antiseptic in their nests. It appears that methyl salicylate is both an attractant and a reward offered by the tree to get the ants to perform this valuable deterrent role.

D

Floral scent has a strong impact on the economic success of many agricultural crops that rely on insect pollinators, including fruit trees such as the bee-pollinated cherry, apple, apricot and peach, as well as vegetables and tropical plants such as papaya. Pollination not only affects crop yield, but also the quality and efficiency of crop production. Many crops require most, if not all, ovules to be fertilized for optimum fruit size and shape. A decrease in fragrance emission reduces the ability of flowers to attract pollinators and results in considerable losses for growers, particularly for introduced species that had a specialized pollinator in their place of origin. This problem has been exacerbated by recent disease epidemics that have killed many honeybees, the major insect pollinators in the United States.

E

One means by which plant breeders circumvent the pollination problem is by breeding self-compatible, or apomictic, varieties that do not require fertilization. Although this solution is adequate, its drawbacks include near genetic uniformity and consequent susceptibility to pathogens. Some growers have attempted to enhance honeybee foraging by spraying scent compounds on orchard trees, but this approach was costly, had to be repeated, had potentially toxic effects on the soil or local biota, and, in the end, proved to be inefficient. The poor effectiveness of this strategy probably reflects inherent limitations of the artificial, topically applied compounds, which clearly fail to convey the appropriate message to the bees. For example, general spraying of the volatile mixture cannot tell the insects where exactly the blossoms are. Clearly, a more refined strategy is needed. The ability to enhance existing floral scent, create scent de novo or change the characteristics of the scent, which could all be accomplished by genetic engineering, would allow us to manipulate the types of insect pollinators and the frequency of their visits. Moreover, the metabolic engineering of fragrance could increase crop protection against pathogens and pests.

Genetic manipulation of scent will also benefit the floriculture industry. Ornamentals, including cut flowers, foliage and potted plants, play an important aesthetic role in human life. Unfortunately, traditional breeding has often produced cultivars with improved vase life, shipping characteristics, color and shape while sacrificing desirable perfumes. The loss of scent among ornamentals, which have a worldwide value of more than \$30 billion, makes them important targets for the genetic manipulation of flower fragrance. Some work has already begun in this area, as several groups have created petunia and carnation plants that express the linalool synthase gene from *C. Breweri*. These experiments are still preliminary: For technical reasons, the gene was expressed everywhere in the plant, and although the transgenic plants did create small amounts of linalool, the level was below the threshold of detection for the human nose. Similar experiments in tobacco used genes for other monoterpene synthases, such as the one that produces limonene, but gave similar results.

G



The next generation of experiments, already in progress, includes sophisticated schemes that target the expression of scent genes specifically to flowers or other organs — such as special glands that can store antimicrobial or herbivore-repellent compounds.



Questions 1-4

The reading Passage has seven paragraphs A-G.

Which paragraph contains the following information?

Write the correct letter A-G, in boxes 1-4 on your answer sheet.

- 1 Substance released to help plants themselves.
- 2 Scent helps plant's pollination.
- 3 Practice on genetic experiment of fragrance.
- 4 Plant's scent attracts herbivore's enemy for protection.

Questions 5-8

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

In boxes 5-8 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

- 5 We have few evidence to support the idea that scent attracts pollinators.
- 6 *Heliothis virescens* won't eat those tobacco leaves on which they laid eggs.
- 7 Certain ants are attracted by volatiles to guard plants in rainforest.
- 8 Pollination only affects fruit trees' production rather than other crop trees.

Questions 9-13

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

Write your answers in boxes 9-13 on your answer sheet

9 How do wasps protect plants when they are attracted by scents according to the passage?

- A plants induce wasps to prey herbivore.
- B wasps lay eggs into caterpillars.
- C wasps laid eggs on plants to expel herbivore.
- D offending caterpillars and wasp eggs coexist well.

10 What reason caused a number of honeybees decline in the United States.

- A pollination process
- B spread illness
- C crop trees are poisonous
- D grower's overlook

11 Which of the following drawbacks about artificial fragrance is not mentioned in the passage?

- A it's very expensive
- B it can't tell correct information to pollinators.
- C it needs massive manual labour
- D it poisons local environment

12 The number of \$30 billion quoted in the passage is to illustrate the fact that:

- A favorable perfumes are made from ornamental flowers.
- B traditional floriculture industry needs reform.
- C genetic operation on scent can make vast profit.
- D Scent plays a significant role in Ornamental industry.

- 13 What is weakness of genetic experiments on fragrance?
- A Linalool level is too low to be smelt by nose
 - B no progress made in linalool emission.
 - C experiment on tobacco has a better result
 - D transgenic plants produce intense scent



Answer keys:

- 1 B
- 2 A
- 3 F
- 4 C
- 5 True
- 6 NOT GIVEN
- 7 True
- 8 False
- 9 B
- 10 B
- 11 C
- 12 D
- 13



T-rex Hunter**A**

Jack Horner is an unlikely academic: his dyslexia is so bad that he has trouble reading a book. But he can read the imprint of life in sandstone or muddy shale across a distance of 100m years, and it is this gift that has made him curator of paleontology at Montana State University's Museum of the Rockies, the leader of a multi-million dollar scientific project to expose a complete slice of life 68m years ago, and a consultant to Steven Spielberg and other Hollywood figures.

B

His father had a sand and gravel quarry in Montana, and the young Homer was a collector of stones and bones, complete with notes about when and where he found them. "My father had owned a ranch when he was younger, in Montana," he says. "He was enough of a geologist, being a sand and gravel man, to have a pretty good notion that they were dinosaur bones. So when I was eight years old he took me back to the area that had been his ranch, to where he had seen these big old bones. I picked up one. I am pretty sure it was the upper arm bone of a duckbilled dinosaur: it probably wasn't a maiaosaur but closely related to that. I catalogued it, and took good care of it, and then later when I was in high school, excavated my first dinosaur skeleton. It obviously started earlier than eight and I literally have been driven ever since. I feel like I was born this way." Horner spent seven years at university, but never graduated. "I have a learning disability, I would call it a learning difference - dyslexia, they call it - and I just had a terrible time with English and foreign languages and things like that. For a degree in geology or biology they required two years of a foreign language. There was no way in the world I could do that. In fact, I didn't really pass English. So I couldn't get a degree. I just wasn't capable of it. But I took all of the courses required and I wrote a thesis and I did all sorts of things. So I have the education, I just don't have the piece of paper," he says.

C

In Montana, in those days, everybody had the right to a college education. His grades at high school had been terrible, at university, his advisers recognised that he was having a hard time, and went on helping. The dean, who kept readmitting him, was to give Horner an honorary doctorate years later. As a young non-graduate, Horner wrote to every museum in the English-speaking world, asking for a job. Los Angeles County Museum and the Royal Ontario Museum in Toronto made offers, but he accepted a post as technician at Princeton University because Princeton, New Jersey.

D

"We definitely know we are working on a very broad coastal plain with the streams and rivers bordered by conifers and hardwood plants, and the areas in between these rivers were probably fern-covered. There were no grasses at all: just ferns and bushes - an unusual landscape, kind of taking the south-eastern United States - Georgia, Florida - and mixing it with the moors of England and flattening it out," he says. "Triceratops is very common: they are the cows of the Cretaceous, they are everywhere. Duckbilled dinosaurs are relatively common but not as common as triceratops and T-rex, for a meat-eating dinosaur, is very common. What we would consider the predator-prey ratio seems really off the scale. What is interesting is the little dromaeosaurs, the ones we know for

sure were good predators, we haven't found any of them."

E

Which is why he sees T-rex not as the lion of the Cretaceous savannah but its vulture. "Look at the wildebeest that migrate in the Serengeti of Africa, a million individuals lose about 200,000 individuals in that annual migration. There is a tremendous carrion base there. And so you have hyenas, you have tremendous numbers of vultures that are scavenging, you don't have all that many animals that are good predators. If T-rex was a top predator, especially considering how big it is, you'd expect it to be extremely rare, much rarer than the little dromaeosaurs, and yet they are everywhere, they are a dime a dozen," he says. A 12-tonne T-rex is a lot of vulture, but he doesn't see the monster as clumsy. He insisted his theory and finding, dedicated to further research upon it, of course, he would like to reevaluate if there is any case that additional evidence found or explanation raised by others in the future.

F

He examined the leg bones of the T-rex, and compared the length of the thigh bone (upper leg), to the shin bone (lower leg). He found that the thigh bone was equal in length or slightly longer than the shin bone, and much thicker and heavier, which proves that the animal was built to be a slow walker rather than fast running. On the other hand, the fossils of fast hunting dinosaurs always showed that the shin bone was longer than the thigh bone. This same truth can be observed in many animals of today which are designed to run fast: The ostrich, cheetah, etc.

G

He also studied the fossil teeth of the T-rex, and compared them with the teeth of the Velociraptor, and put the nail in the coffin of the "hunter T-rex theory". The Velociraptor's teeth were like stake knives: sharp, razor-edged, and capable of tearing through flesh with ease. The T-rex's teeth were huge, sharp at their tip, but blunt, propelled by enormous jaw muscles, which enabled them to only crush bones.

H

With the evidence presented in his documentary, Homer was able to prove that the idea of the T-rex as being a hunting and ruthless killing machine is probably just a myth. In light of the scientific clues he was able to unearth, the T-rex was a slow, sluggish animal which had poor vision, an extraordinary sense of smell, that often reached its "prey" after the real hunters were done feeding, and sometimes it had to scare the hunters away from a corpse. In order to do that, the T-rex had to have been ugly, nasty-looking, and stinky. This is actually true of nearly all scavenger animals. They are usually vile and nasty looking.

Since 1999

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 is true

FALSE if the statement is false

NOT GIVEN if the information is not given in the passage

- 1 Jack Horner knew exactly the bone belonged to a certain dinosaur when he was in father's ranch at the age of 8.
- 2 Jack Horner achieved distinctive degree in university when he graduated.
- 3 Jack Horner is the first man that discovered T-rex's bone in the world.
- 4 Jack Horner believes that the number of prey should be more than that of predator.
- 5 T-rex's number is equivalent to the number of vulture in the Serengeti.
- 6 The hypothesis that T-rex is top predator conflicts with the fact of predator-prey ratio which Jack found.
- 7 He refused to accept any other viewpoints about T-rex's category.

Questions 8-13

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 8-13 on your answer sheet.

Jack Horner found that T-rex's 8..... is shorter than the thigh bone, which demonstrated that it was actually a 9....., unlike other swift animals such as ostrich or 10..... that was built to 11..... Another explanation support his idea is that T-rex's teeth were rather 12....., which only allowed T-rex to 13..... hard bones instead of tearing flesh like Velociraptor.



Since 1999

Answer keys:

- 1 TRUE
- 2 FALSE
- 3 NOT GIVEN
- 4 TRUE
- 5 TRUE
- 6 TRUE
- 7 FALSE
- 8 shin bone
- 9 slow walker
- 10 cheetah
- 11 run fast
- 12 blunt
- 13 crush



Passage 2

The Farmers! Parade of history

A

History of Farmer trading company: In 1909 Robert Laidlaw establishes mail-order company Laidlaw Leeds in Fort Street, Auckland. Then, Branch expansion: purchase of Green and Colebrook chain store; further provincial stores in Auckland and Waikato to follow. Opening of first furniture and boot factory. In 1920, Company now has 29 branches; Whangarei store purchased, Doors open at Hobson Street for direct selling to public. Firm establishes London and New York buying offices. With permission from the Harbour Board, the large FARMERS electric sign on the Wyncham Street frontage is erected.

B

In 1935, if the merchandise has changed, the language of the catalogues hasn't. Robert Laidlaw, the Scottish immigrant who established the century-old business, might have been scripting a modern-day television commercial when he told his earliest customers: Satisfaction, or your money back. "It was the first money back guarantee ever offered in New Zealand by any firm," says Ian Hunter, business historian. "And his mission statement was, potentially, only the second one ever found in the world." Laidlaw's stated aims were simple to build the greatest business in New Zealand, to simplify every transaction, to eliminate all delays, to only sell goods it would pay the customer to buy.

C

This year, the company that began as a mail-order business and now employs 3500 staff across 58 stores turns 100. Its centenary will be celebrated with the release of a book and major community fundraising projects, to be announced next week. Hunter, who is writing the centenary history, says "coming to a Farmers store once a week was a part of the New Zealand way of life". By 1960, one in every 10 people had an account with the company. It was the place where teenage girls shopped for their first bra, where newlyweds purchased their first dinner sets, where first pay cheques were used to pay off hire purchase furniture, where Santa paraded every Christmas.

D

Gary Blumenthal's mother shopped there, and so does he. The fondest memory for the Rotorua resident? "We were on holiday in Auckland... I decided that up on the lookout tower on top of the Farmers building would be a unique place to fit the ring on my new fiancée's finger." The lovebirds, who had to wait for "an annoying youth" to leave the tower before they could enjoy their engagement kiss, celebrate their 50th wedding anniversary in June.

E

Fanners, says Hunter, has always had a heart. This, from a 1993 North & South interview with a former board chairman, Rawdon Busfield: "One day I was in the Hobson Street shop and I saw a woman with two small children. They were clean and tidily dressed, but poor, you could tell. That week we had a special on a big bar of chocolate for one shilling. I heard the woman say to her boy, 'no, your penny won't buy that.' He wasn't wearing shoes. So I went up to the boy and said, 'Son, have you got your penny?' He handed it to me. It was hot he'd had it in his hand for hours. I took the penny and gave him the chocolate."

F

Farmers was once the home of genteel tearooms, children's playgrounds and an annual sale of celebration for birthday of Hector the Parrot (the store mascot died, aged 131, in the 1970s his stuffed remains still occupy pride of place at the company's head office). You could buy houses from Farmers. Its saddle factory supplied the armed forces, and its upright grand overstrung pianos offered "the acme of value" according to those early catalogues hand-drawn by Robert Laidlaw himself. Walk through a Farmers store today and get hit by bright lights and big brands. Its Albany branch houses 16 international cosmetics companies. It buys from approximately 500 suppliers, and about 30% of those are locally owned.

G

"Eight, 10 years ago," says current chief executive Rod McDermott, "lots of brands wouldn't partner with us. The stores were quite distressed. We were first price point focused, we weren't fashion focused." Remove the rose-tinted nostalgia, and Farmers is, quite simply, a business doing business in hard times. Dancing with the Stars presenter Candy Lane launches a clothing line? "We put a trial on, and we thought it was really lovely, but the uptake wasn't what we thought it would be. It's got to be what the customer wants," says McDermott.

H

He acknowledges retailers suffer in a recession: "We're celebrating 100 years because we can and because we should." Farmers almost didn't pull through one economic crisis. By the mid 1980s, it had stores across the country. It had acquired the South Island's Calder Mackay chain of stores and bought out Haywrights. Then, with sales topping \$375 million, it was taken over by Chase Corporation.

I

Lincoln Laidlaw, now aged 88, and the son of the company's founder, remembers the dark days following the stockmarket crash and the collapse of Chase. "I think, once, Farmers was like a big family and all of the people who worked for it felt they were building something which would ultimately be to their benefit and to the benefit of New Zealand... then the business was being divided up and so that kind of family situation was dispelled and it hasn't been recovered." For a turbulent few years, the stores were controlled, first by a consortium of Australian banks and later Deka, the Maori Development Corporation and Foodland Associated Ltd. In 2003, it went back to "family" ownership, with the purchase by the James Pascoe Group, owned by David and Anne Norman the latter being the great-granddaughter of James Pascoe, whose first business interest was jewellery.

J

"Sheer power of the brand," says McDermott, "pulled Farmers through and now we're becoming the brand it used to be again." Farmers was the company that, during World War II, topped up the wages of any staff member disadvantaged by overseas service. Robert Laidlaw a committed Christian who came to his faith at a 1902 evangelistic service in Dunedin concluded his original mission statement with the words, "all at it, always at it, wins success". Next week, 58 Farmers stores across the country will announce the local charities they will raise funds for in their centenary celebration everything from guide dog services to hospices to volunteer fire brigades will benefit.



Every dollar raised by the community will be matched by the company. "It's like the rebirth of an icon," says McDermott.



Questions 14-18

The reading Passage has ten paragraphs A-J.

Which paragraph contains the following information?

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

- 14 Generosity offered in an occasion for helping the poor
- 15 Innovation of offer made ahead of modern-time business by the head of company.
- 16 Fashion was not chosen as its strong point.
- 17 A romantic event on a memorial venue dedicating to Farmers.
- 18 Farmers was sold to a private owned company.

Questions 19-23

Complete the sentence below.

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 19-23 on your answer sheet.

Farmers was first founded as a 19..... in Auckland by Mr. Laidlaw. Farmers developed fast and bought one 20..... then.

During oversea expansion, Farmers set up 21..... in major cities outside New Zealand. Farmers held a 22..... in a sale once a year for the company's mascot animal. Some senior employee considered Farmers as a 23..... both for themselves and for the whole country.

Questions 24-26

Use the information in the passage to match the people (listed A-C) with opinions or deeds below. Write the appropriate letters A-C in boxes 24-26 on your answer sheet.

NB you may use any letter more than once

- A Lincoln Laidlaw
- B Rod McDermott
- C Ian Hunter

- 24 Product became worse as wrong aspect focused.
- 25 An unprecedented statement made by Farmers in New Zealand.
- 26 Character of the company was changed.

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Answer keys:

- 14 E
- 15 B
- 16 G
- 17 D
- 18 I
- 19 mail-order company
- 20 chain store
- 21 buying offices
- 22 celebration
- 23 big family
- 24 B
- 25 C
- 26 A



We have Star performers!**A**

The difference between companies is people. With capital and technology in plentiful supply, the critical resource for companies in the knowledge era will be human talent. Companies full of achievers will, by definition, outperform organisations of plodders. Ergo, compete ferociously for the best people. Poach and pamper stars; ruthlessly weed out second-raters. This in essence has been the recruitment strategy of the ambitious company of the past decade. The 'talent mindset' was given definitive form in two reports by the consultancy McKinsey famously entitled *The War for Talent*. Although the intensity of the warfare subsequently subsided along with the air in the internet bubble, it has been warming up again as the economy tightens: labour shortages, for example, are the reason the government has laid out the welcome mat for immigrants from the new Europe.

B

Yet while the diagnosis — people are important — is evident to the point of platitude, the apparently logical prescription — hire the best — like so much in management is not only not obvious; it is in fact profoundly wrong. The first suspicions dawned with the crash to earth of the dotcom meteors, which showed that dumb is dumb whatever the IQ of those who perpetrate it. The point was illuminated in brilliant relief by Enron, whose leaders, as a *New Yorker* article called 'The Talent Myth' entertainingly related, were so convinced of their own cleverness that they never twigged that collective intelligence is not the sum of a lot of individual intelligences. In fact in a profound sense the two are opposites. Enron believed in stars, noted author Malcolm Gladwell, because they didn't believe in systems. But companies don't just create: they execute and compete and co-ordinate the efforts of many people, and the organisations that are most successful at that task are the ones where the system is the star.' The truth is that you can't win the talent wars by hiring stars — only lose it. New light on why this should be so is thrown by an analysis of star behaviour in this month's *Harvard Business Review*. In a study of the careers of 1,000 star-stock analysts in the 1990s, the researchers found that when a company recruited a star performer, three things happened.

First, stardom doesn't easily transfer from one organisation to another. In many cases, performance dropped sharply when high performers switched employers and in some instances never recovered. More of success than commonly supposed is due to the working environment — systems, processes, leadership, accumulated embedded learning that are absent in and can't be transported to the new firm. Moreover, precisely because of their past stellar performance, stars were unwilling to learn new tricks and antagonised those (on whom they now unwittingly depended) who could teach them. So they moved, upping their salary as they did — 36 per cent moved on within three years, fast even for Wall Street. Second, group performance suffered as a result of tensions and resentment by rivals within the team. One respondent likened hiring a star to an organ transplant. The new organ can damage others by hogging the blood supply, other organs can start aching or threaten to stop working or the body can reject the transplant altogether, he said. 'You should think about it very carefully before you do a transplant to a healthy body.' Third, investors punished the offender by selling its stock. This is ironic,

since the motive for importing stars was often a suffering share price in the first place. Shareholders evidently believe that the company is overpaying, the hiree is cashing in on a glorious past rather than preparing for a glowing present, and a spending spree is in the offing.

D

The result of mass star hirings as well as individual ones seem to confirm such doubts. Look at County NatWest and Barclays de Zoete Wedd, both of which hired teams of stars with loud fanfare to do great things in investment banking in the 1990s. Both failed dismally. Everyone accepts the cliché that people make the organisation — but much more does the organisation make the people. When researchers studied the performance of fund managers in the 1990s, they discovered that just 30 per cent of variation in fund performance was due to the individual, compared to 70 per cent to the company-specific setting.

E

That will be no surprise to those familiar with systems thinking. W Edwards Deming used to say that there was no point in beating up on people when 90 per cent of performance variation was down to the system within which they worked. Consistent improvement, he said, is a matter not of raising the level of individual intelligence, but of the learning of the organisation as a whole. The star system is glamorous — for the few. But it rarely benefits the company that thinks it is working it. And the knock-on consequences indirectly affect everyone else too. As one internet response to Gladwell's New Yorker article put it: after Enron, 'the rest of corporate America is stuck with overpaid, arrogant, underachieving, and relatively useless talent.'

F

Football is another illustration of the stars vs systems strategic choice. As with investment banks and stockbrokers, it seems obvious that success should ultimately be down to money. Great players are scarce and expensive. So the club that can afford more of them than anyone else will win. But the performance of Arsenal and Manchester United on one hand and Chelsea and Real Madrid on the other proves that it's not as easy as that. While Chelsea and Real have the funds to be compulsive star collectors — as with Juan Sebastian Veron — they are less successful than Arsenal and United which, like Liverpool before them, have put much more emphasis on developing a setting within which stars-in-the-making can flourish. Significantly, Thierry Henry, Patrick Vieira and Robert Pires are much bigger stars than when Arsenal bought them, their value (in all senses) enhanced by the Arsenal system. At Chelsea, by contrast, the only context is the stars themselves — managers with different outlooks come and go every couple of seasons. There is no settled system for the stars to blend into. The Chelsea context has not only not added value, it has subtracted it. The side is less than the sum of its exorbitantly expensive parts. Even Real Madrid's galacticos, the most extravagantly gifted on the planet, are being outperformed by less talented but better-integrated Spanish sides. In football, too, stars are trumped by systems.

G

So if not by hiring stars, how do you compete in the war for talent? You grow your own. This worked for investment analysts, where some companies were not only better at creating stars but also at retaining them. Because they had a much more sophisticated



view of the interdependent relationship between star and system, they kept them longer without resorting to the exorbitant salaries that were so destructive to rivals.



Questions 14-17

The reading Passage has seven paragraphs A-G.

Which paragraph contains the following information?

Write the correct letter A-G in boxes 14-17 on your answer sheet.

- 14 One example from non-commerce/business settings that better system wins bigger stars.
- 15 One failed company that believes stars rather than system.
- 16 One suggestion that author made to acquire employees then to win the competition nowadays.
- 17 One metaphor to human medical anatomy that illustrates the problems of hiring stars.

Questions 18-21

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

In boxes 18-21 on your answer sheet, write

- YES** if the statement agrees with the information
- NO** if the statement contradicts the information
- NOT GIVEN** if there is no information on this

- 18 McKinsey who wrote *The War for Talent* had not expected the huge influence made by this book.
- 19 Economic condition becomes one of the factors which decide whether or not a country would prefer to hire foreign employees.
- 20 The collapse of Enron is caused totally by an unfortunate incident instead of company's management mistake.
- 21 Football clubs that focus making stars in the setting are better than simply collecting stars.

Questions 22-26

*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 22-26 on your answer sheet.*

An investigation carried out on 1000 22..... participants of a survey by Harvard Business Review found a company hire a 23..... has negative effects. For instance, they behave considerably worse in a new team than in the 24..... that they used to be. They move faster than wall street and increase their 25..... Secondly, they faced rejections or refuse from those 26..... within the team. Lastly, the one who made mistakes had been punished by selling his/her stock share.

Answer keys:

- 14 F
- 15 B
- 16 G
- 17 C
- 18 NOT GIVEN
- 19 YES
- 20 NO
- 21 YES
- 22 analysts/ star-stock analysts
- 23 performance star/star/star performer
- 24 working environment/ settings
- 25 salary
- 26 rivals



Passage 3

Movie of Metropolis

A

When German director Fritz Lang visited the United States in 1924, his first glimpse of the country was a night-time view of the New York skyline from the deck of an ocean liner. This, he later recalled, was the direct inspiration for what is still probably the most innovative and influential science-fiction film ever made — Metropolis.

B

Metropolis is a bleak vision of the early twenty-first century that is at once both chilling and exhilarating. This spectacular city of the future is a technological marvel of high-rise buildings connected by elevated railways and airships. It's also a world of extreme inequality and social division. The workers live below ground and exist as machines working in an endless routine of mind-numbing 10-hour shifts while the city's elite lead lives of luxury high above. Presiding over them all is the Master of Metropolis, John Fredersen, whose sole satisfaction seems to lie in the exercise of power.

C

Lang's graphic depiction of the future is conceived in almost totally abstract terms. The function of the individual machines is never defined. Instead this mass of dials, levers and gauges symbolically stands for all machines and all industry, with the workers as slave-like extensions of the equipment they have to operate. Lang emphasizes this idea in the famous shift-change sequence at the start of the movie when the workers walk in zombie-like geometric ranks, all dressed in the same dark overalls and all exhibiting the same bowed head and dead-eyed stare. An extraordinary fantasy sequence sees one machine transformed into a huge open-jawed statue which then literally swallows them up.

D

On one level the machines and the exploited workers simply provide the wealth and services which allow the elite to live their lives of leisure, but on a more profound level the purpose of all this demented industry is to serve itself. Power, control and the continuance of the system from one 10-hour shift to the next is all that counts. The city consumes people and their labour and in the process becomes a perverse parody of a living being.

E

It is enlightening, I think, to relate the film to the modern global economy in which multinational corporations now routinely close their factories in one continent so that they can take advantage of cheap labour in another. Like the industry in Metropolis, these corporations' goals of increased efficiency and profits have little to do with the welfare of the majority of their employees or that of the population at large. Instead their aims are to sustain the momentum of their own growth and to increase the monetary rewards to a tiny elite — their executives and shareholders. Fredersen himself is the essence of the big company boss: Rupert Murdoch would probably feel perfectly at home in his huge skyscraper office with its panoramic view of the city below. And it is important that there is never any mention of government in Metropolis — the whole concept is by implication obsolete. The only people who have power are the supreme industrialist, Fredersen, and his magician/scientist cohort Rotwang.

F

So far so good: when the images are allowed to speak for themselves the film is impeccable both in its symbolism and in its cynicism. The problem with *Metropolis* is its sentimental story-line, which sees Freder, Fredersen's son, instantly falling in love with the visionary Maria. Maria leads an underground pseudo-religious movement and preaches that the workers should not rebel but should await the arrival of a 'Mediator' between the 'Head' (capital) and the 'Hands' (labour). That mediator is the 'Heart' — love, as embodied, finally, by Freder's love of Maria and his father's love of him.

G

Lang wrote the screenplay in collaboration with his then wife Thea von Harbou. In 1933 he fled from the Nazis (and continued a very successful career in Hollywood). She stayed in Germany and continued to make films under the Hitler regime. There is a constant tension within the film between the too-tidy platitudes of von Harbou's script and the uncompromisingly caustic vigour of Lang's imagery.

H

To my mind, both in *Metropolis* and in the real world, it's not so much that the 'Head' and 'Hands' require a 'Heart' to mediate between them but that the 'Hands' need to develop their own 'Head', their own political consciousness, and act accordingly — through the ballot box, through buying power and through a sceptical resistance to the materialistic fantasies of the Fredersens.

I

All the same, *Metropolis* is probably more accurate now as a representation of industrial and social relations than it has been at any time since its original release. And Fredersen is certainly still the most potent movie symbol of the handful of elusive corporate figureheads who increasingly treat the world as a *Metropolis*-like global village.

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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

YES if the statement is true

NO if the statement is false

NOT GIVEN if the information is not given in the passage

27 The inspiration of the movie-Metropolis-comes from the director's visit in the USA, in 1924.

28 The Master of Metropolis, John Fredersen, is portrayed from an industrialist that the director met in the US.

29 The start of the movie exhibits the workers working in full energy.

30 The director and his wife got divorced because his wife decided to stay in Germany.

Questions 31-36

Complete the summary below, using **NO MORE THAN TWO WORDS** from the Reading Passage for each answer. Write your answers in boxes 31-36 on your answer sheet.

The director depicts a world of inequality and 31..... In the future, the mindless masses of workers living underground are treated as 32..... And the master of them is 33....., who is in charge of the whole city. The writer claims that the director, Fritz Lang, presents the movie in an 34..... term, where the 35..... of the individual machines is not defined. Besides the writer compares the film to the modern global economy in which multinational corporations concern more about the growing 36..... and money.

Questions 37-40

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

Write the correct letter in boxes 37-40 on your answer sheet.

37 The first sentence in paragraph B indicates

- A the author's fear about technology
- B the inspiration of the director
- C the contradictory feelings towards future
- D the city elite's well management of the workers

38 Why the function of the individual machines is not defined?

- A Because Lang sticks to theme in a symbolic way.
- B Because workers are more important to exploit.
- C Because the fantasy sequence is difficult to take.
- D Because the focus of the movie is not about machines.

39 The writer's purpose in paragraph five is to

- A emphasize the multinational corporations' profit-oriented goal.
- B compare the movie with the reality in modern global economy
- C exploit the difference between fantasy and reality
- D enlighten the undeveloped industry

- 40 What is the writer's opinion about the movie?
- A The movie's story-line is excellent.
 - B The movie has a poor implication in symbolism.
 - C The movie is perfect in all aspects.
 - D The movie is good but could be better.



Answer keys

- 27 YES
- 28 NOT GIVEN
- 29 NO
- 30 NOT GIVEN
- 31 social division
- 32 machines
- 33 John Fredersen
- 34 abstract
- 35 function
- 36 efficiency
- 37 C
- 38 A
- 39 B
- 40 D



The origin of ancient writing

A

The Sumerians, an ancient people of the Middle East, had a story explaining the invention of writing more than 5,000 years ago. It seems a messenger of the King of Uruk arrived at the court of a distant ruler so exhausted that he was unable to deliver the oracle message. So the king set down the words of his next messages on a clay tablet. A charming story, whose retelling at a recent symposium at the University of Pennsylvania amused scholars. They smiled at the absurdity of a letter which the recipient would not have been able to read.

B

They also doubted that the earliest writing was a direct rendering of speech. Writing more likely began as a separate, symbolic system of communication and only later merged with spoken language.

C

Yet in the story the Sumerians, who lived in Mesopotamia, in what is now southern Iraq, seemed to understand writing's transforming function. As Dr Holly Pittman, director of the University's Center for Ancient Studies, observed, writing 'arose out of the need to store and transmit information ... over time and space'.

D

In exchanging interpretations and information, the scholars acknowledged that they still had no fully satisfying answers to the questions of how and why writing developed. Many favoured an explanation of writing's origins in the visual arts: pictures becoming increasingly abstract and eventually representing spoken words. Their views clashed with a widely held theory among archaeologists that writing developed from the pieces of clay that Sumerian accountants used as tokens to keep track of goods.

E

Archaeologists generally concede that they have no definitive answer to the question of whether writing was invented only once, or arose independently in several places, such as Egypt, the Indus Valley, China, Mexico and Central America. The preponderance of archaeological data shows that the urbanizing Sumerians were the first to develop writing, in 3,200 or 3,300 BC. These are the dates for many clay tablets in an early form of cuneiform, a script written by pressing the end of a sharpened stick into wet clay, found at the site of the ancient city of Uruk. The baked clay tablets bore such images as pictorial symbols of the names of people, places and things connected with government and commerce. The Sumerian script gradually evolved from the pictorial to the abstract, but did not at first represent recorded spoken language.

F

Dr Peter Damerow, a specialist in Sumerian cuneiform at the Max Planck Institute for the History of Science in Berlin, said, "It is likely that there were mutual influences of writing systems around the world." However, their great variety now shows that the development of writing, once initiated, attains a considerable degree of independence and flexibility to adapt to specific characteristics of the sounds of the language to be represented. Not that he accepts the conventional view that writing started as a representation of words by pictures. New studies of early Sumerian writing, he said, challenge this interpretation. The structures of this earliest writing did not, for example, match the structure of spoken

language, dealing mainly in lists and categories rather than in sentences and narrative.

G

For at least two decades, Dr Denise Schmandt-Besserat, a University of Texas archaeologist, has argued that the first writing grew directly out of a system practised by Sumerian accountants. They used clay tokens, each one shaped to represent a jar of oil, a container of grain or a particular kind of livestock. These tokens were sealed inside clay spheres, and then the number and type of tokens inside was recorded on the outside using impressions resembling the tokens. Eventually, the token impressions were replaced with inscribed signs, and writing had been invented.

H

Though Dr Schmandt-Besserat has won much support, some linguists question her thesis, and others, like Dr Pittman, think it too narrow. They emphasise that pictorial representation and writing evolved together. "There's no question that the token system is a forerunner of writing", Dr Pittman said, "but I have an argument with her evidence for a link between tokens and signs, and she doesn't open up the process to include picture making."

Dr Schmandt-Besserat vigorously defended her ideas. "My colleagues say that pictures were the beginning of writing" she said, "but show me a single picture that becomes a sign in writing. They say that designs on pottery were the beginning of writing, but show me a single sign of writing you can trace back to a pot — it doesn't exist." In its first 500 years, she asserted, cuneiform writing was used almost solely for recording economic information, and after that it uses multiplied and broadened.

J

Yet other scholars have advanced different ideas. Dr. Piotr Michalowski, Professor of Near East Civilizations at the University of Michigan, said that the proto-writing of Sumerian Uruk was 'so radically different as to be a complete break with the past'. It no doubt served, he said, to store and communicate information, but also became a new instrument of power. Some scholars noted that the origins of writing may not always have been in economics. In Egypt, most early writing is high on monuments or deep in tombs. In this case, said Dr Pascal Vernus from a university in Paris, early writing was less administrative than sacred. It seems that the only certainly in this field is that many questions remain to be answered.

Since 1999

Questions 27-30

Choose the correct letter A, B, C or D

27 The researchers at the symposium regarded the story of the King of Uruk as ridiculous because

- A writing probably developed independently of speech.
- B clay tablets had not been invented at that time.
- C the distant ruler would have spoken another language.
- D evidence of writing has been discovered from an earlier period.

28 According to the writer, the story of the King of Uruk

- A is a probable explanation of the origins of writing.
- B proves that early writing had a different function to writing today.
- C provides an example of symbolic writing.
- D shows some awareness amongst Sumerians of the purpose of writing.

29 There was disagreement among the researchers at the symposium about

- A the area where writing began.
- B the nature of early writing materials.
- C the way writing began.
- D the meaning of certain abstract images.

30 The opponents of the theory that writing developed from tokens believe that it

- A grew out of accountancy.
- B evolved from pictures.
- C was initially intended as decoration.
- D was unlikely to have been connected with commerce.

Questions 31-36

Look at the following statements (Questions 31-36) and the list of people below. Match each statement with the correct person, A-E.

Write the correct letter, A-E, in boxes 31-36 on your answer sheet.

NB You may be use any letter more than once.

List of People

- A Dr Holly Pittman
- B Dr Peter Damerow
- C Dr Denise Schmandt-Besserat
- D Dr Piotr Michalowski
- E Dr Pascal Vernus

- 31 There is no proof that early writing is connected to decorated household objects.
- 32 As writing developed, it came to represent speech.
- 33 Sumerian writing developed into a means of political control.
- 34 Early writing did not represent the grammatical features of speech.
- 35 There is no convincing proof that tokens and signs are connected.
- 36 The uses of cuneiform writing were narrow at first, and later widened.

Questions 37-40

Complete the summary using the list of words, A-N, below.

Write the correct letter, A-M, in boxes 37-40 on your answer sheet.

The earliest form of writing

Most archaeological evidence shows that the people of 37..... invented writing in around 3,300 BC. Their script was written on 38..... and was called 39..... . Their script originally showed images related to political power and business, and later developed to become more 40.....

- | | | |
|------------------|---------------|----------------|
| A cuneiform | B pictorial | C tomb walls |
| D urban | E legible | F stone blocks |
| G simple | H Mesopotamia | I abstract |
| J papyrus sheets | K decorative | L clay tablets |
| M Egypt | | |



Answer keys:

- 27 A
- 28 D
- 29 C
- 30 B
- 31 C
- 32 B
- 33 D
- 34 B
- 35 A
- 36 C
- 37 H
- 38 L
- 39 A
- 40 I

