

江苏大学

硕士研究生入学考试样题

A 卷

科目代码: 620

科目名称: 基础英语(含写作)

满分: 150 分

注意: ①认真阅读答题纸上的注意事项; ②所有答案必须写在答题纸上, 写在本试题纸或草稿纸上均无效; ③本试题纸须随答题纸一起装入试题袋中交回!

Part I Vocabulary (20 points)

Direction: There are four answers in each of the following items. Choose the one that is closest in meaning to the underlined word.

- The Moon, which has undergone a distinct and complex geological history, presents a striking appearance.
(A) altered (B)experienced (C) substituted (D) preserved
- The term "latent heat" refers to the energy that has to be used to convert liquid water to water vapor.
(A) mix (B)reduce (C) adapt (D) change
- In the atmosphere, a large portion of the Sun's incoming energy is used to evaporate water, primarily in the tropical oceans.
(A)basically (B) originally (C) chiefly (D) clearly
- Other species may become better adapted to an environment, resulting in competition and, ultimately, in the death of a species.
(A) exceptionally (B) dramatically (C) eventually (D) unfortunately
- One award subsidizes a promising American writer's visit to Rome. There is even an award for a very good work of fiction that failed commercially-once won by the young John Updike for The Poorhouse Fair and, more recently, by Alice Walker for In Love and Trouble.
(A) finances (B) assures (C) schedules (D) publishes
- Committee membership rotates every year, so that new voices and opinions are constantly heard.
(A) Alternates (B) participates (C) decides (D) meets
- Even scratches found on fossil human teeth offer clues. Ancient humans are thought to have cut meat into strips by holding it between their teeth and slicing it with stone knives, as do the present-day Inuit.
(A) solutions (B) details (C) damage (D) information
- Orchids are unique in having the most highly developed of all blossoms, in which the usual male and female reproductive organs are fused in a single structure called the column.
(A)hidden (B) combined (C) fertilized (D) produced
- To lure their pollinators from afar, orchids use appropriately intriguing shapes, colors, and scents. At least 50 different aromatic compounds have been analyzed in the orchid family,

each blended to attract one, or at most a few, species of insects or birds.

(A) recognize (B) attract (C) follow (D) help

10. Therefore, in the 1950's and 1960's, the baby boom hit an antiquated and inadequate school system. Consequently, the "custodial rhetoric" of the 1930's and early 1940's no longer made sense; that is, keeping youths aged sixteen and older out of the labor market by keeping them in school could no longer be a high priority for an institution unable to find space and staff to teach younger children aged five to sixteen.

(A) innovative (B) expanded (C) deficient (D) specialized

11. The engine that became standard on western steamboats was of a different and novel design. It was the work primarily of an unsung hero of American industrial progress, Oliver Evans (1755-1819).

(A) fictional (B) intricate (C) innovative (D) powerful

12. The self-educated son of a Delaware farmer, Evans early became obsessed by the possibilities of mechanized production and steam power. As early as 1802 he was using a stationary steam engine of high-pressure design in his mill. Engines of this type were not unknown, but before Evans they were generally considered impractical and dangerous.

(A) single (B) fixed (C) locomotive (D) modified

13. On the other hand, when it comes to substantive-particularly behavioral-information, crows are less well known than many comparably common species and, for that matter, not a few quite uncommon ones: the endangered California condor, to cite one obvious example.

(A) interestingly (B) similarly (C) otherwise (D) sometimes

14. Being so educable, individual birds have markedly different interests and inclinations, strategies and scams.

(A) tricks (B) opportunities (C) preferences (D) experiences

15. Nevertheless, most domestic architecture of the first three-quarters of the eighteenth century displays a wide divergence of taste and freedom of application of the rules laid down in these books.

(A) description (B) development (C) display (D) difference

16. The Art Nouveau style was a major force in the decorative arts from 1895 until 1915, although its influence continued throughout the mid-1920's. It was eventually to be overtaken by a new school of thought known as Functionalism that had been present since the turn of the century.

(A) surpassed (B) inclined (C) expressed (D) applied

17. During most of their lives, surge glaciers behave like normal glaciers, traveling perhaps only a couple of inches per day. However, at intervals of 10 to 100 years, these glaciers move forward up to 100 times faster than usual.

(A) records (B) speeds (C) distances (D) periods

18. Group members look to instrumental leaders to "get things done." Expressive leadership, on the other hand, is leadership that emphasizes the collective well-being of a social group's members. (A) necessary (B) typical (C) group (D) particular

19. There are numerous unsubstantiated reports that natural vitamins are superior to synthetic ones, that fertilized eggs are nutritionally superior to unfertilized eggs, that untreated grains are better than fumigated grains, and the like.

(A) unbelievable (B) uncontested (C) unpopular (D) unverified

20. The answer lay in a resource that unknowing Americans had trampled underfoot in their haste to cross the "Great American Desert" to reach lands that sometimes proved barren. In the eastern parts of the United States, the preferred grass for forage was a cultivated plant.

(A) lonely (B) infertile (C) uncomfortable (D) dangerous

Part II Blank-filling (10 Points)

Directions: Direction: Below is a paragraph with ten blanks. Please fill in these blanks with appropriate words. Only one word is needed in each blank

President Roosevelt was _____ in Nov. 1940. He naturally interpreted re-election as an endorsement of his foreign as well as his _____ policies. When Congress met early in Jan. 1941, he _____ to it for support of nations who were fighting in _____ of what he called the "four freedoms", freedom of speech, freedom of religion, freedom from want, freedom from fear. Four days later he submitted a programme _____ to circumvent the limitations of neutrality legislation and make American war material immediately _____ to the fighting democracies. This was the Lend Lease Act, which authorized the President to "sell, transfer, exchange, lease, lend" any defense _____ to the government of any country whose defense the President deems _____ to the defense of the United States. It _____ made available to such nations the facilities of American shipyards. The bill became _____ 11 March 1941.

Part III Error-correction (10 points)

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, underline the wrong word and write the correct one in the blank provided at the end of the line.

For a missing word, mark the position of the missing word with a "^" sign and write the word you believe to be missing in the blank provided at the end of the line.

For an unnecessary word, cross the unnecessary word with a slash "/" and put the slashed word in the blank provided at the end of the line.

Please remember to write your answer on the ANSWER SHEET.

The growth of the world's population and its pressure to resources threaten to	(1) _____
change the quality of life as we know it. It takes 100,000 years of human existence	(2) _____

for the world to reach its 1997 population of 5.85 billion people. The increase of 80 million people in 1996 alone is the equivalent of a new U.S population every 3.4 years or new Canadian population every 138 days. The UN population Fund predicts that by the year 2050, the world population have exploded to 10 billion people. This would double in less than a century the already bulging population who existed when it reached 5 billion in 1987. The chemicals we spew into the air also cause disease. For example, they attack the Earth's ozone layer, which helps shield the Earth away the Sun's deadly ultraviolet rays. It is well established that the ozone layer has thinned considerably during recent decades. Concomitantly, the rate of new cases of the dead skin cancer, melanoma, has grown dramatically from 1,168 of each 100,000 Americans to 3,650. This 213 percent increase means that 40,300 Americans diagnosed with melanoma in 1997 and 3,650 died of the disease. There are some scientists who believe that pollution is even threatening the ability of humans to produce. Chemicals which are used to make pesticides, plastic, and other products are finding their ways into the human food chain through fish and even through breast milk.

- (3) _____
- (4) _____
- (5) _____
- (6) _____
- (7) _____
- (8) _____
- (9) _____
- (10) _____

Part IV Paraphrase (20 points)

Directions: In the following passage, there are ten underlined sentences you are expected to paraphrase. Remember do not simply substitute some words or expressions with some others!

(1) The holidays often are filled with dread for some families, but many are worried that this Thanksgiving – happening just weeks after Donald Trump's surprise victory in the presidential election – will be especially rife with tension among family members who voted differently and considered this cycle to be particularly bruising. Some people are choosing to avoid the holiday while others are facing issues head on.

The election results were startling for Susannah, a 35-year-old photographer in the Philadelphia suburbs. (2) "I thought, 'Oh crap, I have to sit across the table with people who made this happen,'" she says, referring to Thanksgiving with her father, stepmother and brothers, who voted for Trump.

(3) Though she describes herself as politically independent, she says she doesn't understand how her family can see past comments Trump made that she considers to be racist and sexist. She says she is worried about what the election suggests about how people view her son, who is half black.

(4) Susannah – who, like many interviewed for this story, withheld her last name for privacy reasons – doesn't usually see a therapist but was so anxious about Thanksgiving that she invited her father to do a session with her, and he agreed.

"Even though we don't agree, I'm more comfortable to attend dinner having each shared our

points of view," she says.

(5) Others are bracing for the worst given their family history. For Katy, a 28-year-old in Williamsburg, Virginia, holidays often are difficult. (6) She and her husband were raised in evangelical households, but now describe themselves as atheists who are pro-choice and tend to vote Democrat.

(7) "It's gotten so heated with our families that I've thought about creating this elaborate lie about getting sick so we don't have to go to Thanksgiving," she says. "Ultimately we are going because we feel like it would be wrong to opt out that way."

(8) She says the vote of her family members is driven by their anti-abortion stance, and they have not responded to the concerns she raised about Trump's comments about women and minorities.

(9) "I'm going to get bombarded and it'll be terrible," she says, "but I know there are people facing more terrible things so I can suck it up."

Some evidence suggests such election anxiety is widespread. A survey by the American Psychological Association released in October found that 52 percent of Americans report that the election is a "very" or "somewhat significant" source of stress to them. (10) The Anxiety and Depression Association of America says that since the election, it has seen a "marked increase" in website visits to its tip sheets about managing anxiety and stress.

Part V Reading Comprehension A (40 points)

Passage One

The Nobel Peace Prize is awarded annually and the first woman to win this prize was Baroness Bertha Felicia Sophie von Suttner in 1905. In fact, her work inspired the creation of the Prize. The first American woman to win this prize was Jane Addams, in 1931. However, Addams is best known as the founder of Hull House.

Jane Addams was born in 1860, into a wealthy family. She was one of a small number of women in her generation to graduate from college. Her commitment to improving the lives of those around her led her to work for social reform and world peace. In the 1880s Jane Addams travelled to Europe. While she was in London, she visited a 'settlement house' called Toynbee Hall. Inspired by Toynbee Hall, Addams and her friend, Ellen Gates Starr, opened Hull House in a neighborhood of slums in Chicago in 1899. Hull House provided a day care center for children of working mothers, a community kitchen, and visiting nurses. Addams and her staff gave classes in English literacy, art, and other subjects. Hull House also became a meeting place for clubs and labor unions. Most of the people who worked with Addams in Hull House were well educated, middle-class women. Hull House gave them an opportunity to use their education and it provided a training ground for careers in social work.

Before World War I, Addams was probably the most beloved woman in America. In a newspaper poll that asked, "Who among our contemporaries are of the most value to the community?" Jane Addams was rated second, after Thomas Edison. When she opposed

America's involvement in World War I, however, newspaper editors called her a traitor and a fool, but she never changed her mind.

Jane Addams was a strong champion of several other causes. Until 1920, American women could not vote. Addams joined in the movement for women's suffrage and was a vice president of the National American Woman Suffrage Association. She was a founding member of the National Association for the Advancement of Colored People (NAACP), and was president of the Women's International League for Peace and Freedom. Her reputation was gradually restored during the last years of her life. She died of cancer in 1935.

1. With which of the following subjects is the passage mainly concerned?
 - A. The first award of the Nobel Peace Prize to an American woman
 - B. The early development of Social Work in America
 - C. A woman's work for social reform and world peace
 - D. Contributions of educated women to American society
2. Which of the following can be inferred from the passage?
 - A. The work of Baroness Bertha Felicia Sophie von Suttner was an inspiration to Jane Addams
 - B. Jane Addams considered herself as a citizen of the world rather than of one particular country
 - C. Those who lived near Hull House had very poor literacy skills
 - D. Jane Addams is most famous for her opening of Hull House
3. Jane Addams was inspired to open Hull House because:
 - A. It gave educated women an opportunity to use their education and develop careers in social work
 - B. She visited Toynbee Hall
 - C. She traveled to Europe in the 1880s
 - D. She was invited by a 'settlement house' in Chicago
4. The word "their" in the sentence "Hull House gave them an opportunity to use their education and it provided a training ground for careers in social work." (line 15) refers to
 - A. children of working mothers
 - B. middle-class women
 - C. visiting nurses
 - D. labor union members
5. According to the passage, Jane Addams' reputation was damaged when she
 - A. opposed America's involvement in World War I
 - B. joined in the movement for women's suffrage
 - C. became a founding member of the NAACP
 - D. allowed Hull House to become a meeting place for clubs and labor unions

Passage Two

Many bankers may be worried about whether some fancy product dreamed up might

yet lead to a visit from the police. Daniel Dantas, a financier, who has profited by operating at the middle place where business and government meet in Brazil has been opening the door to find the police outside for much of the past decade. On December 2nd he was convicted of a less sophisticated crime: trying to bribe police officers. Mr. Dantas, who has acquired great notoriety in Brazil, was fined \$ 5million and sentenced to ten years in prison. He has appealed against his conviction.

The charge stems from a police investigation into money-laundering known as Operation Satiagraha. It grew out of a previous investigation into Mr. Dantas' use of Kroll, a security consultancy, to watch over his business partners. During this investigation the police seized a computer from Opportunity, Mr. Dantas's investment bank, which contained data from the mid-1990s to 2004 and apparently showed suspicious movements of money.

The judge found that Mr. Dantas tried to pay bribes, via two go-betweens, to keep his name out of the Satiagraha investigation. A man fitted with a bugging device was offered \$1million in cash, with another \$ 4 million to follow, the police say. They claim that Mr. Dantas's trick involved money travelling to the Cayman Islands, then via the British Virgin Islands to an account in Ireland, on to Delaware, and then re-entering Brazil as foreign investment.

For Mr. Dantas his crime is a steep fall from grace. A man who sleeps little and socializes less, he is a vegetarian and self-made billionaire, a gifted financier who has serially fallen out with his business partners. He once controlled a large telecoms firm, acting for investors who included Citigroup. He says he is the victim of a conspiracy mounted by the government.

It is Mr. Dantas' supposed influence in government circles that has added to his notoriety. During the 1990s, when many state-owned businesses were privatized, Mr. Dantas positioned himself as the man with the needed expertise and contacts. He enjoyed easy access to the government of President Fernando Henrique Cardoso, including meetings with the president himself. That influence carried through into the government of President Luiz Inacio Lula daSilva. Mr. Dantas is alleged to have been one of the funders of a cash-for-votes scheme in Brazil's Congress mounted by leaders of Lula's Workers' Party in 2003-2004. Many of those who have had dealings with Mr. Dantas insist that these have been legitimate and conducted in good faith. They include Luiz Eduardo Greenhalgh, a lawyer and PT politician, whom he hired as a consultant.

6. What kind of crime was Daniel Dantas convicted of according to the passage?

- A. A crime quite experienced and tactful.
- B. A crime by operating at the middle place.
- C. A crime in money-laundering.
- D. A crime attempting to tempt police to work for him.

7. How did the police convict the charge against Mr. Dantas according to the passage?

- A. They seized a computer by chance and got some evidence.
- B. They directly conducted a probe into him.

- C. They found he tempered police officers to delete his name.
D. They questioned him and made sure the process of money-laundering.
8. Mr. Dantas' relationship with his business partners is that ____
- A. he usually gets along well with them
B. he does not have a good relationship with them
C. he totally trusts all of his business partners
D. he believes that they make him a victim
9. What can we learn about Mr. Dantas according to the passage?
- A. He is a gifted financier and less socialized person.
B. He always enjoys notorious fame in economic and political field.
C. He is a vegetarian who likes making food by himself.
D. His tragedy was mounted by the government conspiracy.
10. What kind of relationship is reflected between Mr. Dantas and government in the passage?
- A. His influence on government may reduce his notoriety and crime.
B. He never meets the President himself.
C. In business privatization, he participated with demanding expertise.
D. People knowing him deem that he was sheer evil.

Passage Three

Stratford-on-Avon, as we all know, has only one industry-William Shakespeare-but there are two distinctly separate and increasingly hostile branches. There is the Royal Shakespeare Company (RSC), which presents superb productions of the plays at the Shakespeare Memorial Theatre on the Avon. And there are the townfolk who largely live off the tourists who come, not to see the plays, but to look at Anne Hathaway's Cottage, Shakespeare's birthplace and the other sights.

The worthy residents of Stratford doubt that the theatre adds a penny to their revenue. They frankly dislike the RSC's actors, them with their long hair and beards and sandals and noisiness. It's all deliciously ironic when you consider that Shakespeare, who earns their living, was himself an actor (with a beard) and did his share of noise - making.

The tourist streams are not entirely separate. The sightseers who come by bus- and often take in Warwick Castle and Blenheim Palace on the side - don't usually see the plays, and some of them are even surprised to find a theatre in Stratford. However, the playgoers do manage a little sight -seeing along with their play going. It is the playgoers, the RSC contends, who bring in much of the town's revenue because they spend the night (some of them four or five nights) pouring cash into the hotels and restaurants. The sightseers can take in everything and get out of town by nightfall.

The townfolk don't see it this way and local council does not contribute directly to the subsidy of the Royal Shakespeare Company. Stratford cries poor traditionally. Nevertheless every hotel in town seems to be adding a new wing or cocktail lounge. Hilton is building its

own hotel there, which you may be sure will be decorated with Hamlet Hamburger Bars, the Lear Lounge, the Banquo Banqueting Room, and so forth, and will be very expensive.

Anyway, the townsfolk can't understand why the Royal Shakespeare Company needs a subsidy. (The theatre has broken attendance records for three years in a row. Last year its 1,431 seats were 94 per cent occupied all year long and this year they'll do better.) The reason, of course, is that costs have rocketed and ticket prices have stayed low.

It would be a shame to raise prices too much because it would drive away the young people who are Stratford's most attractive clientele. They come entirely for the plays, not the sights. They all seem to look alike (though they come from all over) - lean, pointed, dedicated faces, wearing jeans and sandals, eating their buns and bedding down for the night on the flagstones outside the theatre to buy the 20 seats and 80 standing-room tickets held for the sleepers and sold to them when the box office opens at 10:30 a.m.

11. From the first two paragraphs, we learn that

- A. the townsfolk deny the RSC's contribution to the town's revenue
- B. the actors of the RSC imitate Shakespeare on and off stage
- C. the two branches of the RSC are not on good terms
- D. the townsfolk earn little from tourism

12. It can be inferred from Paragraph 3 that

- A. the sightseers cannot visit the Castle and the Palace separately
- B. the playgoers spend more money than the sightseers
- C. the sightseers do more shopping than the playgoers
- D. the playgoers go to no other places in town than the theater

13. By saying 'Stratford cries poor traditionally' (Line 2-3, Paragraph 4), the author implies that

- A. Stratford cannot afford the expansion projects
- B. Stratford has long been in financial difficulties
- C. the town is not really short of money
- D. the townsfolk used to be poorly paid

14. According to the townsfolk, the RSC deserves no subsidy because

- A. ticket prices can be raised to cover the spending
- B. the company is financially ill-managed
- C. the behavior of the actors is not socially acceptable
- D. the theatre attendance is on the rise

15. From the text we can conclude that the author

- A. is supportive of both sides
- B. favors the townsfolk's view
- C. takes a detached attitude
- D. is sympathetic to the RSC.

Passage Four

In eighteenth-century France and England, reformers rallied around egalitarian ideals, but few reformers advocated higher education for women. Although the public decried women's lack of education, it did not encourage learning for its own sake for women. In spite of the general prejudice against learned women, there was one place where women could exhibit their erudition: the literary salon. Many writers have defined the woman's role in the salon as that of an intelligent hostess, but the salon had more than a social function for women. It was an informal university, too, where women exchanged ideas with educated persons, read their own works and heard those of others, and received and gave criticism.

In the 1750s, when salons were firmly established in France, some English women, who called themselves 'Bluestocking,' followed the example of the salonnières (French salon hostesses) and formed their own salons. Most Bluestockings did not wish to mirror the salonnières; they simply desired to adapt a proven formula to their own purpose—the elevation of women's status through moral and intellectual training. Differences in social orientation and background can account perhaps for differences in the nature of French and English salons. The French salon incorporated aristocratic attitudes that exalted courtly pleasure and emphasized artistic accomplishments. The English Bluestockings, originating from a more modest background, emphasized learning and work over pleasure. Accustomed to the regimented life of court circles, salonnières tended toward formality in their salons. The English women, though somewhat puritanical, were more casual in their approach.

At first, the Bluestockings did imitate the salonnières by including men in their circles. However, as they gained cohesion, the Bluestockings came to regard themselves as a women's group and to possess a sense of female solidarity lacking in the salonnières, who remained isolated from one another by the primacy each held in her own salon. In an atmosphere of mutual support, the Bluestockings went beyond the salon experience. They traveled, studied, worked, wrote for publication, and by their activities challenged the stereotype of the passive woman. Although the salonnières were aware of sexual inequality, the narrow boundaries of their world kept their intellectual pursuits within conventional limits. Many salonnières, in fact, camouflaged their nontraditional activities behind the role of hostess and deferred to men in public.

Though the Bluestockings were trailblazers when compared with the salonnières, they were not feminists. They were too traditional, too hemmed in by their generation to demand social and political rights. Nonetheless, in their desire for education, their willingness to go beyond the confines of the salon in pursuing their interests, and their championing of unity among women, the Bluestockings began the process of questioning women's role in society.

16. According to the passage, a significant distinction between the salonnières and Bluestockings was in the way each group regarded which of the following?

- A. The role of pleasure in the activities of the literary salon
- B. The value of acquiring knowledge

- C. The desirability of a complete break with societal traditions
D. The inclusion of women of different backgrounds in the salons
17. Which of the following statements is most compatible with the principles of the salonnières as described in the passage?
A. Women should aspire to be not only educated but independent as well.
B. The duty of the educated women is to provide an active political model for less educated women.
C. Devotion to pleasure and art is justified in itself.
D. Substance, rather than form, is the most important consideration in holding a literary salon.
18. The passage suggests that the Bluestockings might have had a more significant impact on society if it had not been for which of the following?
A. Their unwillingness to defy aggressively the conventions of their age
B. Their emphasis on individualism
C. The limited scope of their activities
D. Competitiveness among their salons
19. To an assertion that Bluestockings were feminists, the author would most probably respond with which of the following?
A. Admitted uncertainty
B. Qualified disagreement
C. Unquestioning approval
D. Strong disparagement
20. Which of the following titles best describes the content of the passage?
A. Eighteenth-Century Egalitarianism
B. Female Education Reform in the Eighteenth Century
C. Eighteenth-Century Precursors of Feminism
D. Intellectual Life in the Eighteenth Century

Part VI Reading Comprehension B (20 points)

In 1991, according to the Department of Trade and Industry, a record 48,000 British companies went out of business. When businesses fail, the post-mortem analysis is traditionally undertaken by accountants and market strategists. Unarguably organizations do fail because of undercapitalization, poor financial management, and adverse market conditions etc. Yet, conversely, organizations with sound financial backing, good product ideas and market acumen often underperform and fail to meet shareholders' expectations. The complexity, degree and sustainment of organizational performance requires an explanation which goes beyond the balance sheet and the "paper conversion" of financial inputs into profit making outputs. A more complete explanation of "what went wrong" necessarily must consider the essence of what an organization actually is and that one of the financial inputs, the most important and often the most expensive, is people.

An organization is only as good as the people it employs. Selecting the right person for the job involves more than identifying the essential or desirable range of skills, educational and professional qualifications necessary to perform the job and then recruiting the candidate who is most likely to possess these skills or at least is perceived to have the ability and predisposition to acquire them. This is a purely person/skills match approach to selection.

Work invariably takes place in the presence and/or under the direction of others, in a particular organizational setting. The individual has to "fit" in with the work environment, with other employees, with the organizational climate, style or work, organization and culture of the organization. Different organizations have different cultures (Cartwright & Cooper, 1991; 1992). Working as an engineer at British Aerospace will not necessarily be a similar experience to working in the same capacity at GEC or Plessey.

Poor selection decisions are expensive. For example, the costs of training a policeman are about £20,000 (approx. US\$ 30,000). The costs of employing an unsuitable technician on an oil rig or in a nuclear plant could, in an emergency, result in millions of pounds of damage or loss of life. The disharmony of a poor person-environment fit (PE-fit) is likely to result in low job satisfaction, lack of organizational commitment and employee stress, which affect organizational outcomes i.e. productivity, high labor turnover and absenteeism, and individual outcomes i.e. physical, psychological and mental well-being.

However, despite the importance of the recruitment decision and the range of sophisticated and more objective selection techniques available, including the use of psychometric tests, assessment centers etc., many organizations are still prepared to make this decision on the basis of a single 30 to 45 minute unstructured interview. Indeed, research has demonstrated that a selection decision is often made within the first four minutes of the interview. In the remaining time, the interviewer then attends exclusively to information that reinforces the initial "accept" or "reject" decision. Research into the validity of selection methods has consistently demonstrated that the unstructured interview, where the interviewer asks any questions he or she likes, is a poor predictor of future job performance and fares little better than more controversial methods like graphology and astrology. In times of high unemployment, recruitment becomes a "buyer's market" and this was the case in Britain during the 1980s.

The future, we are told, is likely to be different. Detailed surveys of social and economic trends in the European community show that Europe's population is falling and getting older. The birth rate in the Community is now only three-quarters of the level needed to ensure replacement of the existing population. By the year 2020, it is predicted that more than one in four Europeans will be aged 60 or more and barely one in five will be under 20. In a five-year period between 1983 and 1988 the Community's female workforce grew by almost six million. As a result, 51% of all women aged 14 to 64 are now economically active in the labor market compared with 78% of men.

The changing demographics will not only affect selection ratios. They will also make it

increasingly important for organizations wishing to maintain their competitive edge to be more responsive and accommodating to the changing needs of their workforce if they are to retain and develop their human resources. More flexible working hours, the opportunity of work from home or job share, the provision of childcare facilities etc., will play a major role in attracting and retaining staff in the future.

Question 1: What does the author believe are the causes of the failure of the British companies? (6 points)

Question 2: What are the differences between a poor selection and a good selection of employees? (4 points)

Question 3: Why does the author object to unstructured interview? (5 points)

Questions 4: According to the author, what influence the changing demographics will have on organizations? (5 point)

Part VII Writing (30 points)

Online chatting is becoming more and more popular. Do you think it a reliable and effective way to make friends? Give some reason of your opinion. (No less than 300 words)