Section I Use of English

the CEO of a small business and though you're making a nice __1__, you need to find a way to take it to the next level. what you need to do is __2__ growth by establishing a growth team. A growth team is made up of members from different departments within your company, and it harnesses the power of collaboration to focus __3__ on finding ways to grow.

Let's look at a real-world __4__. Prior to forming a growth team, the software company BitTorrent had 50 employees.Working in the __5__ departments of engineering, marketing and product development. This brought them good results until 2012, when their growth plateaued. The __6__ was that too many customers were using the basic, free version of their product. And __7__ improvements to the premium, paid version, few people were making the upgrade.

Things changed, __8__, when an innovative project marketing manager came aboard, __9__ a growth team and sparked the kind of __10__ perspective they needed. By looking at engineering issues from a marketing point of view, it became clear that the __11__ of upgrades wasn't due to a quality issue. Most customers were simply unaware of the premium version and what it offered.

Armed with this __12__, the marketing and engineering teams joined forces to raise awareness by prominently __13__ the premium version to users of the free version. __14__,

But in order for your growth, team to succeed, it needs to a have a strong leader. It needs someone who can __15__ the interdisciplinary team and keep them on course for improvement.

This leader will __16__ the target area, set clear goals and establish a time frame for the __17__ of these goals. This growth leader is also __18__ for keeping the team focus on moving forward and steer them clear of distractions. __19__ attractive, new ideas can be distracting, the team leader must recognize when these ideas don't __20__ the current goal and need to be put on the back burner.

1.A. purchase	B. profit	C. connection	D. bet
2.A. define	B. predict	C. prioritize	D. appreciate
3.A. exclusively	B. temporarily	C. potentially	D. initially
4.A. experiment	B. proposal	C. debate	D. example
5.A. identical	B. marginal	C. provisional	D. traditional
6.A. rumor	B. secret	C. myth	D. problem
7.A. despite	B. unlike	C. through	D. besides
8.A. moreover	B. however	C. therefore	D. again
9.A. inspected	B. created	C. expanded	D. reformed
10.A.cultural	B. objective	C. fresh	D. personal
11.A. end	B. burden	C. lack	D. decrease
12.A. policy	B. suggestion	C. purpose	D. insight

	B. allocating	C. promoting	D. transferring
14.A. As a result	B. At any rate	C. By the way	D. In a sense
15.A. unite	B. finance	C. follow	D. choose
16.A. share	B. identify	C. divide	D. broaden
17.A. announcement	B. assessment	C. adjustment	D. accomplishment
18.A. famous	B. responsible	C. available	D. respectable
19.A. Before	B. Once	C. While	D. Unless
20.A. serve	B. limit	C. summarize	D. alter

【1】B. profit　原文提到“小公司的CEO也挣到了大钱”。make a nice profit意为“挣得可观的利润”，故选profit。

【2】C. prioritize　原文提到“所需要做的是通过建立一个发展小组来优先促进增长”。此处强调“优先性”，故选prioritize。

【3】A. exclusively　原文提到“利用合作的力量来专注于专门寻找增长的方法”。exclusively表示“独占地，专门地”，符合题意。

【4】D. example　原文提到“来看一个　　生活中的例子”，此处通过举例子来例证上文的观点，故选example。

【5】D. traditional　原文提到“50名雇员在工程、市场营销与产品研发等传统部门工作”。traditional表示“传统的”，符合题意。

【6】D. problem　原文提到“问题是太多的顾客可以免费使用其产品的基础免费版

。上文指出最开始卓有成就，但后来陷入了瓶 期，所以，此处应衔接具有产生什么样的问题。故选 problem。

【7】A. despite 原文提到“虽然对于付费版本做出了一定的改善，但是几乎没有人进行升级”。此处前后形成让步-转折逻辑，故选 despite。

【8】B. however 原文提到“但是自从一位创新的海外经理人的到来使得事情发生了改变”。此处考查上下文的逻辑关系，上文指出改善没有得到公众的买账，而海外人才的引入却改变了这一些，所以，此处应填入转折逻辑词，故选 however。

【9】B. created 原文提到“这名经理人创建了发展团队”。此处与首段 establish a growth team 形成语义复现，故选 created。

【10】C. fresh 原文提到“引发了一个他们所需要的新鲜视角”。创新人才的加入势必会给团队带来新鲜血液。此处与本段 innovative 形成语义复现，故选 fresh。

【11】C. lack 原文提到“缺少升级的原因并不是由质量问题多导致，而是大部分消费者没有这方面的意识”。上文提到很少有消费者进行升级，所以产品缺少升级，故选 lack。

【12】D. insight 原文提到“具备这种洞察力，市场营销和工程部门加入到了团队之中”。此处与上文 fresh perspective 形成语义复现，新鲜的看法预示着对事情有了更独到的见解，故选 insight。

【C. promoting　原文提到“将免　版本升级成优质版本”。此处与后文 upgrade 形成语义复现，故选 promoting。

【4】A. As a result　原文提到“因此，升级量激增”。此处考查句间的逻辑关系，由于版本变得更加优质，所以选择升级的人数数量在增加，因此应填入因果逻辑词，故选 as a result。

【5】A. unite　原文提到“需要一个人来联合来自跨学科的组别”。上文leader 一词提示，员工之间需要团结才能成功。unite 意为“联合”，符合题意。

【6】B. identify　原文提到“领导需要确定目标区域”。下文指出设立目标，所以在设立目标之前应确定目标区域，故选 identify。

【7】D. accomplishment　原文提到“建立时间框架赖完成这些目标”。上文提到设立目标，所以此处应表示实现目标，故选 accomplishment。

【8】B. responsible　原文提到“领导需要负责去带领整个团队一起前进”。be responsible for 意为“对……负责”，符合题意。

【9】C. while　原文提到“虽然很有吸引力，但是新的想法会让人分心”。此处体现句间的让步-转折逻辑关系，故选 while。

【10】A. serve　原文提到“一些想法不能服务目前的目标，并且需要暂时搁置”。即想法和目标无法实现协调统一，所以需要暂停，故选 serve。

Part A

Text 1

A. is harmful to the environment

B. is a hot topic in gardening circles

C. is overpraised in the annual show

D. is ruining the view of West London

【21】A. is harmful to the environment ，问 RHS 对于 plastic grass 塑料草的看法。通过 RHS 和 plastic grass 定位，锁定句子 "The Royal Horticultural Society (RHS), which runs the annual show in west London, says it has introduced the ban because of the damage plastic grass does to the environment and biodiversity." 核心句意 "由于塑料草对环境和生物多样性造成的破坏，RHS 出台了这项禁令。" 文章中 because of the damage plastic grass does to the environment and biodiversity.对应 A 选项 is harmful to the environment 。 damage 和 harmful 为同义改写。

22. The petitions mentioned in Paragraph 3 revealed the campaigners'

A. disappointment with the RHS

C. anger over the proposed tax

D. concern about real grass supply

【】B. resistance to fake grass use ，通过题干 petitions（请愿书）和 campaigners（运动领导者）进行定位。通过 campaigners 所在句子 "The RHS's decision comes as campaigners try to raise awareness of the problems fake grass causes."得知，campaigners 试图提高人们对假草造成的问题的认识。下文 petitions 所在句子，详细说明提升对假草问题的具体方式：It is trying to encourage people to sign two petitions, one calling for a ban on the sale of plastic grass and another calling for an "ecological damage" tax on such lawns. 即"呼吁禁止销售塑料草，和呼吁对此类草坪征收"生态破坏"税"。只有选项 B 与 resistance to fake grass use（对假草使用的抵制），对定位句进行了同义改写。

23. In Paragraph 4, supporters of fake grass point out_____

A. the necessity to lower the costs of fake grass

B. the disadvantages of growing real grass

C. the way to take care of artificial lawns

D. the challenges of insect habitat protection

【23】B. the disadvantages of growing real grass 解析：该题为细节题，问假草支

点态度。通过第　段内容可概括出“天然草坪也会对环境造成影响，并且真正的草需要大量的水、除草剂或其他处理。”只有 B 选项 the disadvantages of growing real grass(种植真草的缺点)，是对文章的同义概括。

24. What would the government do with regard to artificial grass?

A. Urge legislation to restrict its use

B. Take measures to guarantee its quality

C. Remind its users to obey existing rules.

D. Replace it with sustainable alternatives.

【C. Remind its users to obey existing rules. 解析：该题为细节题，问“政府会如何处理人造草？”通过 government 和 artificial grass 定位，从文章中得知“政府没有计划禁止使用人造草，并且人工草地的使用必须遵守现有的法律和政策保障措施。文章中的comply with the legal and policy(遵守法律和政策)与 B 选项 Remind its users to obey existing rules. (提醒用户遵守现有规则。）是同义改写。

25. It can be learned from the text that fake grass____

A. is being improved continuously

B. has seen a market share decline

C. is becoming increasing affordable

25】D. has been a controversial product. 主旨题，问通过文章可以得出什么关于假草的结论。本题考查对文章主旨和段落大意的把握。文章阐述了 RHS， 假草支持者，和政府对于假草的不同态度，其中 RHS 禁止假草的使用，而政府表明没有禁止计划。各方观点明确并阐述了理由。因为文章是围绕 fake grass 展开争议，因为答案是 D，是“有争议性的产品”。

Text 2

26. What problem are US national parks faced with?

A. Decline of business profits.

B. Inadequate commercialization.

C. Lack of transportation services.

D.Poorly maintained infrastructure.

【26】D Poorly maintained infrastructure.解析： 该题为细节题，问美国国家公园面临着什么问题，根据 problem, US national parks 回到原文定位，文中提到：“美国国家公园正处于危机之中。他们总共有超过 120 亿美元的维护费用积压下来没有拨款。” U.S. national parks are in crisis. Collectively, they have a maintenance backlog of more than $12 billion.）所以美国国家公园面临着维护缺钱的问题，即基础设施维护不良。

_____.

A. spoil visitor experience　　B. help preserve nature

C. bring operational pressure　　D. boost visits to parks

【A. spoil visitor experience　　，问增加露营地的私有化可能会如何，根据关键词 privatization， the campgrounds 回到原文定位，文中提到：“增加私有化肯定会削弱每年3 亿游客来公园的主要原因之一:享受自然，从淹没日常生活的商业鼓声中得到喘息。”（increased privatization would certainly undercut one of the major reasons why 300 million visitors come to the parks each year: to enjoy nature and get a respite from the commercial drumbeat that overwhelms daily life.）所以增加露营地的私有化可能会让游客仍然受到商业的影响，不能更好地享受自然，即破坏游客体验。

28.According to Paragraph 5, most respondents in the survey would _____

A. go to the national parks on a regular basis.

B.advocate a bigger budget for the national parks.

C.agree to pay extra for the national parks.

D.support the national parks' recent reforms.

【28】C.agree to pay extra for the national parks. 解析： 该题为细节题，问调查中的大多数受访者会如何，根据关键词 respondents，the survey 回到原文定位， 文

的受访者表示，他们愿意在未来 10 年缴纳额外的税款，以避免任何削减国家公园的开支。”Some 81% of respondents said they would be willing to pay additional taxes for the next 10 years to avoid any cuts to the national parks.）所以调查中的大多数受访者会愿意额外缴纳税款，即同意为国家公园支付额外的费用。

29. The national parks are valuable in that they_____

A. lead the way in tourism.　　B.have historical significance.

B. sponsor research on climate　　D. provide an income for the locals.

【B.have historical significance. 解析：】该题为细节题，问国家公园很有价值因为它们怎么样，根据关键词 the national parks，valuable 回到原文中定位，文中提到，这些公园还有助于让美国的历史充满活力，与全国数千个地方司法机构合作，保护包括埃利斯岛和葛底斯堡在内的历史遗迹，并让这些地方的故事变得生动起来。”The parks also help keep America’s past alive, working with thousands of local jurisdictions around the country to protect historical sites — including Ellis Island and Gettysburg — and to bring the stories of these places to life.）所以国家公园很有价值因为它们有助于让美国的历史充满活力，保护历史遗迹，即有历史意义。

30. ____

A. is able to cope with staff shortage.

B. is able to meet visitor's demands.

C. is in need of a new price policy.

D. is in need of a funding increase.

【D. is in need of a funding increase. 】，问国家公园体系如何，根据关键词 the national park system 回到原文中定位，文中提到："国会每年只给国家公园系统拨款 30 亿美元——这一数额自 2001 年以来一直没有变化(以通货膨胀调整后的美元计算)，除了 2009 年作为奥巴马刺激计划一部分的一次增加。与此同时，自 1980 年以来，每年的游客数量增长了 50%以上，现在每年达到 3.3 亿人次。"（Congress allocates only $3 billion a year to the national park system — an amount that has been flat since 2001 (in inflation-adjusted dollars) with the exception of a onetime boost in 2009 as part of the Obama stimulus package. Meanwhile, the number of annual visitors has increased by more than 50% since 1980, and now stands at 330 million visitors per year.）可以得知，国家公园体系得到的拨款每年基本上保持不变，然而参观公园的游客再增长，所以国家公园体系需要拨款资金的增加。

Text 3

31. Sparrow's study show that with the Internet, the human brain will____

B. collect information efficiently

C. switch its focus of memory

D. extend its memory duration

【C. switch its focus of memory】，问 Sparrow 的研究表明在互联网时代，人类大脑会怎样。通过 Sparrow 定位，最终锁定第一段最后一句，即对研究结论的表述"human memory is not deteriorating but ... to new communications"人类的记忆并没有退化，而是"适应新的通信技术"。CD 选项都提到了 memory, C 是转换大脑记忆焦点，D 是延长大脑记忆时间。文章中的"适应新的通信技术"对应 C 选项"转换焦点。"，因此答案是 C。

32. The process of "cognitive offloading"_____

A. helps us identify false information

B. keeps our memory from failing

C. enables us to classify trivial facts

D. lessens our memory burdens

【32】D. lessens our memory burdens 解析：该题为细节题，通过 cognitive offloading 定位。文章描述"互联网正在成为我们记忆的外部硬盘，这一过程被称为"cognitive offloading"传统上，这一角色是由数据库、图书馆和其他人类完成

可能永远不会记得生日，因为你的母亲会记得。”即cognitive offloading 可以帮助储存部分记忆，即对应 D 选项“减轻我们的记忆负担”。

33. Which of the following would Sparrows support about the Internet?

A. It may reform our learning approach

B. It may impact our society negatively

C. It may enhance our adaptability to technology

D. It may interfere with our conceptual thinking

【A. It may reform our learning approach 解析：该题为细节题，通过 Sparrows 进行定位，本句话表明了 Sparrows 的观点：“the trend will change our approach to learning from a focus on individual facts and memorization to an emphasis on more conceptual thinking”“也许，她建议，这一趋势将改变我们的学习方式，从关注个人事实和记忆转变，变为关注更多的概念思维”。A 选项 It may reform our learning approach（它可能会改变我们的学习方式）是对文章的同义改写。

34. It is indicated in Paragraph 3 that how the Internet affects our brains_____

A. requires further academic research

B. is most studied in older adults

C. is reflected in our reading speed

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