

第3周词汇理解作业 (2017年6月真题)

America's Internet is faster than ever before, but people still complain about their Internet being too slow.

New York's Attorney General's office (26)_____ an investigation in the fall into whether or not Verizon, Cablevision and Time Warner are delivering broadband that's as fast as the providers (27)_____ it is. Earlier this month, the office asked for the public's help to measure their speed results, saying consumers (28)_____ to get the speeds they were promised. "Too many of us may be paying for one thing, and getting another," the Attorney General said.

If the investigation uncovers anything, it wouldn't be the first time a telecom provider got into (29)_____ over the broadband speeds it promised and delivered customers. Back in June, the Federal Communications Commission fined AT&T \$100 million over (30)_____ that the carrier secretly reduced wireless speeds after customers consumed a certain amount of (31)_____.

Even when they stay on the right side of the law, Internet providers arouse customers' anger over bandwidth speed and cost. Just this week, an investigation found that media and telecom giant Comcast is the most (32)_____ provider. Over 10 months, Comcast received nearly 12,000 customer complaints, many (33)_____ to its monthly data cap and overage (超过额度的) charges.

Some Americans are getting so (34)_____ with Internet providers they're just giving up. A recent study found that the number of Americans with high-speed Internet at home today (35)_____ fell during the last two years, and 15% of people now consider themselves to be "cord-cutters."

A) accusations	B) actually	C) claim	D) communicating
E) complain	F) data	G) deserved	H) frustrated
I) hated	J) launched	K) relating	L) times
M) trouble	N) usually	O) worried	

第3组长篇阅读作业 (2017年6月真题)

Team spirit

[A] Teams have become the basic building blocks of organizations. Recruitment advertisements routinely call for “team players”. Business schools grade their students in part on their performance in group projects. Office managers knock down walls to encourage team building. Teams are as old as civilization, of course: even Jesus had 12 co-workers. But a new report by Deloitte, “Global Human Capital Trends”, based on a survey of more than 7,000 executives in over 130 countries, suggests that the fashion for teamwork has reached a new high. Almost half of those surveyed said their companies were either in the middle of restructuring or about to *embark on* (开始) it; and for the most part, restructuring meant putting more emphasis on teams.

[B] Companies are abandoning conventional functional departments and organising employees into cross-disciplinary teams that focus on particular products, problems or customers. These teams are gaining more power to run their own affairs. They are also spending more time working with each other rather than reporting upwards. Deloitte argues that a new organisational form is on the rise: a network of teams is replacing the conventional *hierarchy* (等级体制).

[C] The fashion for teams is driven by a sense that the old way of organising people is too rigid for both the modern marketplace and the expectations of employees. Technological innovation places greater value on *agility* (灵活性). John Chambers, chairman of Cisco Systems Inc., a worldwide leader in electronics products, says that “we compete against market *transitions* (过渡), not competitors. Product transitions used to take five or seven years; now they take one or two.” Digital technology also makes it easier for people to co-ordinate their activities without resorting to hierarchy. The “*millennials*” (千禧一代) who will soon make up half the workforce in rich countries were raised from nursery school onwards to work in groups.

[D] The fashion for teams is also spreading from the usual corporate suspects (such as GE and IBM) to some more unusual ones. The Cleveland Clinic, a hospital operator, has reorganised its medical staff into teams to focus on particular treatment areas; consultants, nurses and others collaborate closely instead of being separated by *speciality* (专业) and rank. The US Army has gone the same way. In his book, “Team of Teams” General Stanley McChrystal describes how the army’s hierarchical structure hindered its operations during the early stages of the Iraq war. His solution was to learn something from the insurgents it was fighting: decentralise authority to self-organising teams.

[E] A good rule of thumb is that as soon as generals and hospital administrators jump on a management bandwagon, it is time to ask questions. Leigh Thompson of Kellogg School of Management in Illinois warns that, “Teams are not always the answer—teams may provide insight, creativity and knowledge in a way that a person working independently cannot; but teamwork may also lead to confusion, delay and poor decision-making.” The

late Richard Hackman of Harvard University once argued, “I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary... But don’t count on it.”

[F] Hackman (who died in 2013) noted that teams are hampered by problems of co-ordination and motivation that chip away at the benefits of collaboration. High-flyers forced to work in teams may be undervalued and free-riders empowered. Groupthink may be unavoidable. In a study of 120 teams of senior executives, he discovered that less than 10% of their supposed members agreed on who exactly was on the team. If it is hard enough to define a team’s membership, agreeing on its purpose is harder still.

[G] Profound changes in the workforce are making teams trickier to manage. Teams work best if their members have a strong common culture. This is hard to achieve when, as is now the case in many big firms, a large proportion of staff are temporary contractors. Teamwork improves with time: America’s National Transportation Safety Board found that 73% of the incidents in its civil-aviation database occurred on a crew’s first day of flying together. However, as Amy Edmondson of Harvard points out, organisations increasingly use “team” as a verb rather than a noun: they form teams for specific purposes and then quickly disband them.

[H] The least that can be concluded from this research is that companies need to think harder about managing teams. They need to rid their minds of *sentimentalism* (感情用事) : the most successful teams have leaders who are able to set an overall direction and take immediate action. They need to keep teams small and focused: giving in to pressure to be more “inclusive” is a guarantee of dysfunction. Jeff Bezos, Amazon’s boss, says that “If I see more than two pizzas for lunch, the team is too big.” They need to immunize teams against group-think: Hackman argued that the best ones contain “*deviants*” (离经叛道者) who are willing to do something that maybe upsetting to others.

[I] A new study of 12,000 workers in 17 countries by Steelcase, a furniture-maker which also does consulting, finds that the best way to ensure employees are “engaged” is to give them more control over where and how they do their work—which may mean liberating them from having to do everything in collaboration with others.

[J] However, organisations need to learn something bigger than how to manage teams better: they need to be in the habit of asking themselves whether teams are the best tools for the job. Teambuilding skills are in short supply: Deloitte reports that only 12% of the executives they contacted feel they understand the way people work together in networks and only 21% feel confident in their ability to build cross-functional teams. Loosely managed teams can become hotbeds of distraction—employees routinely complain that they can’t get their work done because they are forced to spend too much time in meetings or compelled to work in noisy offices. Even in the age of open-plan offices and social networks some work is best left to the individual.

36. Successful team leaders know exactly where the team should go and are able to take prompt action.
37. Decentralisation of authority was also found to be more effective in military operations.
38. In many companies, the conventional form of organisation is giving way to a network of teams.
39. Members of poorly managed teams are easily distracted from their work.

40. Teamwork is most effective when team members share the same culture.
41. According to a report by Deloitte, teamwork is becoming increasingly popular among companies.
42. Some team members find it hard to agree on questions like membership and the team's purpose.
43. Some scholars think teamwork may not always be reliable, despite its potential to work wonders.
44. To ensure employees' commitment, it is advisable to give them more flexibility as to where and how they work.
45. Product transitions take much less time now than in the past.

第3周仔细阅读作业 (2017年6月真题)

“One of the reasons I find this topic very interesting is because my mom was a smoker when I was younger ,” says Lindson-Hawley, who studies tobacco and health at the University of Oxford.

By studying about 700 adult smokers, she found out that her mom quit the right way—by stopping abruptly and completely.

In her study, participants were *randomly* (随机地) assigned to two groups. One had to quit abruptly on a given day, going from about a pack a day to zero. The other cut down gradually over the course of two weeks. People in both groups used *nicotine* (尼古丁) patches before they quit, in addition to a second form of nicotine replacement, like gum or spray. They also had talk therapy with a nurse before and after quit day.

Six months out, more people who had quit abruptly had stuck with it—more than one-fifth of them, compared to about one-seventh in the other group. Although these numbers appear low, it is much higher than if people try without support.

And the quit rates were particularly convincing given that before the study started, most of the people had said they’d rather cut down gradually before quitting. “If you’re training for a marathon, you wouldn’t expect to turn up and just be able to run it. And I think people see that for smoking as well. They think, ‘Well , if I gradually reduce, it’s like practice ,’” says Lindson-Hawley. But that wasn’t the case. Instead of giving people practice, the gradual reduction likely gave them *cravings* (瘾) and withdrawal symptoms before they even reached quit day, which could be why fewer people in that group actually made it to that point. “Regardless of your stated preference, if you’re ready to quit, quitting abruptly is more effective,” says Dr. Gabriela Ferreira. “When you can quote a specific number like a fifth of the patients were able to quit, that’s compelling. It gives them the encouragement, I think, to really go for it ,” Ferreira says.

People rarely manage to quit the first time they try. But at least, she says, they can maximize the odds of success.

51. What does Lindson-Hawley say about her mother?

- A) She quit smoking with her daughter’s help.
- B) She succeeded in quitting smoking abruptly.
- C) She was also a researcher of tobacco and health.
- D) She studied the smoking patterns of adult smokers.

52. What kind of support did smokers receive to quit smoking in Lindson-Hawley’s study?

- A) They were given physical training.
- B) They were looked after by physicians.
- C) They were encouraged by psychologists.
- D) They were offered nicotine replacements.

53. How does Dr. Gabriela Ferreira view the result of Lindson-Hawley's experiment?
- A) It is idealized.
 - B) It is unexpected.
 - C) It is encouraging.
 - D) It is misleading.
54. The idea of "a marathon" (Line 2, Para. 5) illustrates the popular belief that quitting smoking
- A) is something few can accomplish
 - B) needs some practice first
 - C) requires a lot of patience
 - D) is a challenge at the beginning
55. What happens when people try to quit smoking gradually?
- A) They find it even more difficult.
 - B) They are simply unable to make it.
 - C) They show fewer withdrawal symptoms.
 - D) They feel much less pain in the process.