Ford Motor Company may have invented the assembly-line manufacturing system, but since then Toyota has perfected the way factories are run worldwide. Toyota CEO, Fujio Cho, has taught hundreds of firms the secrets of the Toyota Production System (TPS), such as reducing defects, increasing production flow and eliminating waste. “Toyota learned so much from other carmakers,” says Cho. “Sharing what we have discovered since then is one way we can give something back.”

Another way of giving back is Toyota's development of the world's first mass-produced gasoline-electric car, also called a hybrid. In spite of doubts from many carmakers, the Prius hybrid is becoming increasingly popular, and there are plans for additional hybrid models in the near future. Toyota believes they must continue to develop energy efficient cars that are less dependent on petroleum, and they believe this focus will be the key to their continued success in the future. And as a possible result of this attitude, Toyota is now tied with Ford as the second largest car manufacturer in the world.

1. What doubt did other carmakers have about Toyota?
   (A) Toyota could not improve the assembly line any further.
   (B) They could never compete with Ford.
   (C) The hybrid car would not be a success.
   (D) The Toyota production System does not eliminate waste.

2. Why did Mr. Cho want to share Toyota's production secrets with other firms?
   (A) He wanted more competition to make Toyota work harder.
   (B) Toyota learned so much from other carmakers, he wanted to give something back.
   (C) He wanted to steal secrets from other carmakers.
   (D) The auto industry forced Toyota's to reveal its secrets.

3. What is Toyota credited with doing regarding the assembly-line?
   (A) They invented the assembly line.
   (B) They eliminated the assembly line.
(C) They created the assembly line.
(D) They perfected the assembly line.

4. According to this passage, the secrets of the Toyota Production System DO NOT include:
   (A) reducing defects
   (B) increasing production flow
   (C) learning from carmakers
   (D) eliminating waste

5. Why does Toyota continue to develop energy efficient cars that are less dependent on petroleum?
   (A) They want to reduce costs.
   (B) They want to continue their success in the future.
   (C) They want to compete with Ford Motor
   (D) They want to develop new cars.

Dear Mr. Bell:

I've just returned from a visit to our customer and thought I should give you an update. As you know, they are using our c324-d chip in their new line of cell phones. Before my visit they informed me that our chip didn't stand up to the rigorous 1.5 meter drop test they put their phones through. At that time I believed our chip to be defective, but on the contrary, it still functions normally after the test. The only defect is a hairline crack in the silicon itself, a result of repeated drop tests. While this crack in no way interferes with or jeopardizes the phone's functionality, our customer demands that we strengthen the silicon in our chip. They are adamant that unless we solve this problem we will lose the contract to supply chips for their 3G phones.

Best Regards,

Tom Sharpe

6. What kind of product do Mr. Bell and Mr. Sharpe sell?
   (A) cell phones
   (B) potato chips
   (C) computer chips
   (D) silicon

7. What is the problem mentioned in the letter?
   (A) It's difficult to find strong silicon in today's competitive market.
Their customers keep dropping their cell phones and breaking them. (C) Their customers are lying to them about their product's performance. (D) Their customer's product tests reveal a problem with their chips.

8. What demand is the customer making?
   (A) The chips have to be made stronger, to withstand the drop tests.
   (B) People must be more careful when handling their cell phones.
   (C) The drop tests must be discontinued at once to prevent future problems.
   (D) The chip shipments must be stopped until a permanent solution is found.

9. What caused the only defect in their chips?
   (A) hairline crack in the silicon
   (B) bad quality control
   (C) repeated drop tests
   (D) customers’ misuse of cell phones

10. According to this passage, which one of the following might be Tom Sharpe’s job?
    (A) a sales representative
    (B) a visitor
    (C) a telephone operator
    (D) a customer

    Good marketers are constantly gathering information about their customers in an effort to better serve them and, most importantly, to retain them as loyal customers. In recent years a number of techniques have emerged that are designed to improve the relationship between the marketer and its current and potential customers. Collectively, we refer to these tools and methods as Customer-Focused Marketing, since they attempt to identify and target customers right down to the individual. In using these tools and methods, marketers attempt to gain an intimate understanding of their customers and satisfy their individual needs. There are a number of techniques used in Customer-Focused Marketing, but all of the methods have the same three objectives: to assist with micro-marketing (individual customer) activities; to help establish a line of communication with the customer in a way that appears to be special or personalized for each customer; and to use this customer base to help identify new customers.

11. What is Customer-Focused Marketing referred to?
    (A) New techniques used for good marketers.
    (B) New tools for serving companies.
    (C) New techniques for improving the relationship between the marketer and their customers.
    (D) New tools for gathering information about companies.

12. Marketers gather information about their customers for what primary reason?
    (A) To retain customer loyalty.
    (B) To better understand new marketing methods.
13. Who will use the techniques of Customer-Focused Marketing?
   (A) target customers
   (B) loyal consumers
   (C) good marketers
   (D) individuals

14. Which is not an objective of Customer-Focused Marketing?
   (A) To establish communication with the customer.
   (B) To improve the relationship between the marketer and the company.
   (C) To use existing customers to identify new customers.
   (D) To assist with micro-marketing activities.

15. How many tools and methods are included in Customer-Focused Marketing?
   (A) only one
   (B) three
   (C) four
   (D) quite a few

The New World to which Columbus came at the end of the fifteenth century was not, as we are tempted to believe, a wholly savage and untamed place. The people lacked some of the basics of European civilization, it is true; for instance, horses were unknown to them, and they had never discovered the use of the wheel. But there were many accomplishments to offset such handicaps. In the political domain these original Americans, as early as the tenth century, were building mighty empires; and, in the realm of intellectual achievement, they developed a cosmographic science dealing with the constitution of the whole order of nature, that was far superior to that of Europe.

It would be a mistake, however, to believe the New World, as a whole, was an oasis of civilization in the European sense of the term. America had many faces, and to its conquerors it offered a variety of aspects. Christopher Columbus, when he went ashore on the island of San Salvador—one of the Bahamas—was greeted by the Lucayas, an agricultural and artistic people who typified the “noble savage” of popular legend. The Spaniards, on the other hand, were shortly to meet a completely different sort of native; the ferocious cannibals of the Caribbean. Such diversity is reflected in the history of the pre-Columbian New World, a history so complex that it has taken historians almost five centuries of study in order to disengage its main lines.

16. According to the first paragraph, the people living in the America before the arrival of Columbus were rather __________.
   (A) savage and primitive
17. The natives living in the Bahamas when Columbus arrived are characterized as ________.
   (A) ferocious, headhunting cannibals  
   (B) sophisticated and accomplished politicians  
   (C) examples of the European concept of the ideal primitive man  
   (D) legendary people who lived like savage beasts and killed for sport

18. According to the passage, the Americans of the tenth century ________.
   (A) had made no progress in art and agriculture  
   (B) had developed the science of biology  
   (C) were skilled in political organization  
   (D) were typically like the legendary “noble savage”

19. We can infer from the passage that pre-Columbian history ________.
   (A) is centered on the past five centuries  
   (B) has been a challenge to scholars  
   (C) reflects a single line of development  
   (D) has been studied in depth only recently

20. The culture of the pre-Columbian New World could be best described as ________.
   (A) varied and complex  
   (B) artistic and religious  
   (C) agriculturally based  
   (D) rigidly stratified

21. When the author says that “America had many faces”, he probably means that the people ________.
   (A) had a variety of facial characteristics  
   (B) came from many different racial backgrounds  
   (C) were sometimes barbaric but wished to be civilized  
   (D) were at various levels of cultural development

22. We can infer from the passage that before Columbus arrived in the New World, ________.
   (A) there were no wagons pulled by horses  
   (B) animals were not used to carry loads  
   (C) political systems were very elementary  
   (D) theories on the nature of the universe were unknown

23. This passage is primarily concerned with the ________.
   (A) Americas before the arrival of Columbus  
   (B) experiences of Columbus in the New World  
   (C) weaknesses of the pre-Columbian civilization
Viviane Wegrath first jumped out of an airplane in 1992 in South Africa. It was an act that would change her life. She had found her calling in skydiving. To follow her new-found passion for skydiving, she left her job as an architect in Switzerland and moved to Spain to a professional skydive center. Jumping out of airplanes was her new life. In 1993, she jumped for the first time with a skysurfboard and soon started to make female skydiving history.

She has won numerous medals in top international competitions. In 1995, she won the World Championship, and in 1996, at the first Air Games in Turkey, she won silver at the unisex Skysurf World Cup. As the sport became more popular, more skysurf events started in Europe and the U.S. With international TV coverage on ESPN, ABC Sports, and Eurosport, Viviane was soon a top athlete and a celebrity.

More success came. In 1997, Viviane won the gold medal at the Female Skysurf World Championship and came second as the only woman in the top-level World Nature Games in Brazil. In 1998, Viviane competed at the X-Games and was the first female ever to get a medal. In Portugal, she won the fold medal at the World Cup and got first place and one more gold at the European Championship.

Viviane represents skydiving in the respected Women’s Sports Foundation, where she received the 1998 Reebok Give Back Award for being an outstanding role model in this sport. In 1999, Viviane became the youngest member of the sector No Limits Team, a group of people who are following an extreme call for adventure, freedom, and extreme entertainment. For Viviane, the dream continues.

24. What did Viviane Wegrath do before she became a professional skydiver?
   (A) A pilot
   (B) An architect
   (C) A windsurfer
   (D) A women right activist

25. In which country did she win silver at the unisex Skysurf World Cup?
   (A) Brazil
   (B) Switzerland
   (C) Germany
   (D) Turkey

26. What is Viviane’s role in the Women’s Sports Foundation?
   (A) She represents women athletes.
   (B) She performs exhibition skydives.
   (C) She raises money for charity.
   (D) She represents skydiving.
27. What group does Viviane belong to now?
   (A) Women’s Sports Foundation
   (B) World Nature Games
   (C) Skysurf World Championship
   (D) Sector No Limits Team

   What we have here, in other words, is not a woman issue, but rather a question of the proper role in government of the unelected kin of elected officials. How accountable are they for whatever influence they exert? What can we require of them? These perplexities are as old as the republic, and people are still plenty worried about them. In one breath we say it is disrespectful to invade the privacy of the President; in the next we worry that they are beginning to act like royalty.

28. An example of type person discussed here would be __________.
   (A) man and wife who both hold elected office
   (B) the wife of a man who is a business associate of the President
   (C) the wife of a governor of a state
   (D) former husband of a deceased official

29. Which of the following actions would be questioned by the author?
   (A) the personal affairs of an official holder
   (B) a negotiation of a business contract involving the government
   (C) the housing given to the family of the President
   (D) use of office space by small children for play

30. By “acting like royalty”, the author means ________.
   (A) repeatedly being elected
   (B) smiling at crowds
   (C) becoming removed from the people
   (D) mingling too much with the people

II. Choose the answer that is closest in meaning with the statement, or the one that can be inferred from the statement. (20%)

1. One of the fundamental requirements for life is energy.
   (A) Life in one form or another is essential for producing energy.
   (B) Energy is one of life’s basic necessities.
   (C) The primary requirement for energy is life.
   (D) One primary source of energy is life.

2. Revolutionary developments in transportation and communications have narrowed distances across the ocean.
(A) The distances across the ocean are cut off by transportation and communications.
(B) The narrowed distances are extended across the ocean due to revolutionary developments in transportation and communications.
(C) The distances are made short by the progressive developments of transportation and communications.
(D) Through the distances across the ocean are far, they are developed by transportation and communications.

3. More than 50,000 Americans are currently in need of organ transplant, and 4,000 of them are likely to die before a donor is located.
   (A) There are more than 50,000 Americans die of a lack of organ donation every year.
   (B) Among every 50,000 Americans there are 4,000 of them are in need of organ donation.
   (C) There are about 4,000 among 50,000 Americans who need organ transplant will probably die of a lack of organ donation.
   (D) Among 50,000 Americans organ donators, there are only 4,000 of them may die of organ transplant.

4. What was causing Miller such anguish was a mystery to all of us.
   (A) None of us knew the reason for Miller’s misery.
   (B) We were all mysterious about the reasons behind Miller’s misery.
   (C) Miller was mysterious about the misery he was causing us.
   (D) It was mysterious that Miller was causing us such misery.

5. I haven’t seen “Aviator” yet, but I fully expect it to be one of my favorite films.
   (A) Though I haven’t yet seen “Aviator”, I think it must be a good movie.
   (B) Although “Aviator” in not a good film, I consider it my favorite one.
   (C) I have seen “Aviator” and it has turned out to be my favorite film.
   (D) I a, expecting to see “Aviator” as soon as possible.

6. Turkey has a vast and easily navigable bus network.
   (A) You can get very easily lost using the Turkish bus network
   (B) The bus network will get you to all the ports in the country.
   (C) The Turkish bus network is very easy to use.
   (D) The Turkish bus network is very expensive.

7. The word most often used to describe the region of Cappadocia is otherworldly.
   (A) Cappadocia is often described as a weird region.
   (B) Cappadocia is often described as being from another world.
   (C) Cappadocia is often cited as one of the world’s wonders.
   (D) Cappadocia is often cited as a beautiful region.

8. The city was flooded with light, thousands of glowing yellow squares case from the skyscrapers onto the streets.
(A) The light was coming from the streets and reflected off the buildings.
(B) The light was coming from the windows of the skyscrapers.
(C) The light was coming from the sky and reflected off the skyscrapers.
(D) The light was coming from the houses in the city.

9. People were streaming by on the pavement.
   (A) People were pushing by on the pavement.
   (B) People were hurrying by on the pavement.
   (C) People were sliding on the slippery pavement.
   (D) People were gathering on the pavement.

10. A skipjack fish springing in arcs from the water’s surface full circle around a trio of snorkelers.
    (A) A skipjack fish refusing to be caught by three snorkelers and escaping by springing on the water’s surface.
    (B) A skipjack fish jumping around three snorkelers on the water’s surface.
    (C) A skipjack fish springing out of a circle surrounded by three snorkelers.
    (D) A skipjack fish swimming around three snorkelers.

III. Translation (20%)
1. 根据研究，某些人会比其他人更容易感染流行性感冒。
2. 外语教学常有的迷思之一，就是学习者所犯的错误必须立即予以纠正，以免形成使用不正确语法的坏习惯。
3. Teachers should use materials that expose students to only those language structures which they have already been taught.
4. Dr. Hayakawa, the authority of semantics, once wrote: “the danger of stereotypes lies not in their existence, but in the fact that they become for all people some of the time, and for some people all of the time, substitute for observation.”