

- I . 次の英文を読み、(1)～(8)の設問について最も適切なものを選択肢1～4から選び、その番号を解答用紙A(マークシート)の解答欄 (1) (2) (3) (4) (5) (6) (7) (8) にマークしなさい。

In the postindustrial era, the success of a corporation lies more in its intellectual and systems capabilities than in its ⁽¹⁾physical assets. The capacity to manage human intellect—and to convert it into useful products and services—is fast becoming the critical executive skill of the age. As a result, there has been a flurry of interest in intellectual capital, creativity, innovation, and the learning organization, but surprisingly little attention has been given to managing professional intellect.

This oversight is especially surprising because professional intellect creates most of the value in the new economy. Its benefits are immediately visible in the large service industries, such as software, health care, financial services, communications, and consulting. But in manufacturing industries as well, professionals generate the *preponderance of value—through activities like research and development, process design, product design, logistics, marketing, or systems management. Despite the growing importance of professional intellect, few managers have systematic answers to even these basic questions: What is professional intellect? How can we develop it?

The true professional commands a body of knowledge—a discipline that must be updated constantly. The professional intellect of an organization operates on four levels, presented here in order of increasing importance:

Cognitive knowledge (or know-what) is the basic mastery of a discipline that professionals achieve through extensive training and certification. This knowledge is essential, but usually far from sufficient, for commercial success.

Advanced skills (know-how) translate “book learning” into effective execution. The ability to apply the rules of a discipline to complex real-world problems is the most widespread value-creating professional skill level.

Systems understanding (know-why) is deep knowledge of the web of cause-and-effect relationships underlying a discipline. It permits professionals to move beyond the execution of tasks to solve larger and more complex problems—and to create extraordinary value. Professionals with know-why can ⁽²⁾subtle interactions and unintended consequences. The ultimate expression of systems understanding is highly trained intuition—for example, the insight of a *seasoned research director who knows instinctively which projects to fund and exactly when to do so.

Self-motivated creativity (care-why) consists of will, motivation, and adaptability for success. Highly motivated and creative groups often outperform groups with greater physical or financial resources. Without self-motivated creativity, intellectual leaders can lose their knowledge advantage. They may fail to adapt aggressively to changing external conditions and particularly to innovations that make their earlier skills obsolete. That is why the highest level of intellect is now so vital. Organizations that nurture care-why in their people can simultaneously thrive in the face of today’s rapid changes and renew their cognitive knowledge, advanced skills, and systems understanding in order to compete in the next wave of advances.

Intellect clearly ⁽³⁾in the brains of professionals. The first three levels can also exist in the organization’s systems, databases, or operating technologies, whereas the fourth is often found in its culture. The value of intellect increases markedly as one moves up the intellectual scale from cognitive knowledge to self-motivated creativity. Yet most enterprises focus virtually all their

training attention on developing basic (rather than advanced) skills and little or none on systems or creative skills.

Most of a typical professional's activity is directed at perfection, not creativity. Customers primarily want professional knowledge delivered reliably and with the most advanced skill available. Although there is an occasional call for creativity, most of the work done by accounting units, hospitals, software companies, or financial service providers requires the repeated use of highly developed skills on relatively similar, though complex, problems. People rarely want surgeons, accountants, pilots, maintenance personnel, or nuclear plant operators to be very creative. Managers clearly must prepare their professionals for the few emergencies or other special circumstances that require creativity, but they should focus the bulk of their attention on delivering consistent, high-quality intellectual output.

注) *preponderance : 優勢 *seasoned : 熟練した

[Adapted from *Harvard Business Review on Knowledge Management*, 1998]

- (1) In the context of the passage, the term ₍₁₎ physical assets means (1).
- 1 useful ideas that directly influence human intellect
 - 2 physically significant organs including the brain
 - 3 assets that actually exist in the material world
 - 4 assets that are related to people's physical conditions
- (2) Choose the most appropriate word to fill in the blank ₍₂₎ _____.
The answer is: (2).
- 1 fascinate 2 anticipate 3 scrap 4 vanish
- (3) Choose the most appropriate word to fill in the blank ₍₃₎ _____.
The answer is: (3).
- 1 memorizes 2 perplexes 3 resides 4 embraces
- (4) According to the passage, which of the following is **TRUE**? The answer is: (4).
- 1 Cognitive knowledge is the most basic and also the most important knowledge that business managers should acquire
 - 2 In many fields of business, managers fail to place adequate emphasis on the importance of managing professional intellect
 - 3 Professionals in various fields should learn the business virtues of the postindustrial era
 - 4 Manufacturing industries should be separated from other fields of business because they require different skills
- (5) According to the passage, which of the following is **FALSE**? The answer is: (5).
- 1 There are four different types of professional intellect, and the highest level of intellect is self-motivated creativity
 - 2 The capacity to manage human intellect is becoming critically important for business executives
 - 3 As one moves up the intellectual scale, a higher degree of perfection is required
 - 4 Perfection is the goal for many professionals, but it is not the only goal for a corporation's success

- (6) The author mentions some professions such as surgeons and pilots in order to draw attention to the fact that .
- 1 creativity is vital regardless of the nature of the profession
 - 2 in these professions creativity is viewed as more important than perfection
 - 3 business people do not need as much professional knowledge as other highly-qualified professionals do
 - 4 these professionals differ from professionals in enterprises in terms of the range and timing of creativity
- (7) Which of the following is **NOT** suggested in the passage regarding the fourth level of professional intellect? The answer is: .
- 1 People with highly-motivated creativity can often perform better than those with greater financial and other resources
 - 2 Organizations that nurture self-motivated creativity can thrive even in rapidly changing circumstances
 - 3 In spite of the importance of the fourth level of professional intellect, enough attention is not yet paid to developing creative skills in most enterprises
 - 4 The only negative effect of self-motivated creativity is that people tend to overlook the importance of perfection in the pursuit of creativity
- (8) The author's suggestions in the passage are based on the importance of .
- 1 preparing for emergencies
 - 2 meeting the demands of the age
 - 3 creating a logical business system
 - 4 avoiding intellectual conflicts

Ⅱ. 次の英文を読み、(9)～(15)の設問について最も適切なものを選択肢1～4から選び、その番号を解答用紙A(マークシート)の解答欄 にマークしなさい。

China recently said it will invest \$120 billion to improve health care by building clinics and extending basic medical coverage to 90% of its 1.3 billion people ⁽⁹⁾_____ three years. Vietnam is implementing a national unemployment-benefits system. India has unveiled a voluntary pension system for up to several hundred million people who work at small companies, and is developing a nationwide identification database to better provide health care and other benefits.

Those programs build on efforts undertaken in recent years. Thailand launched a national health-care program in 2001 that offers basic medical care for just 30 Thai baht, about \$1, to most citizens. India's latest national budget expands a program begun in 2005 that guarantees 100 days of work per year for rural laborers.

But many governments, including India, suffer from large budget deficits or insufficient tax collection, and may find it hard to finance expanded welfare programs.

In addition, a stronger safety net is no guarantee Asians will consume more. Europeans enjoy one of the world's most robust safety nets, and they ⁽¹⁰⁾_____ save more than Americans.

And it can take years, maybe decades, before consumers build up enough trust in welfare

programs to modify spending behavior. In many Asian countries, such as Indonesia, services provided by social programs are dismal, with many residents avoiding government medical clinics altogether.

"The credibility of the systems has to be tested, and people have to be comfortable that they still will be around after changes in government or economic crises," says Joseph Zveglic, an Asian Development Bank economist. Although he supports efforts to expand social safety nets, he says, "it's going to take time for people's activities to change."

Some analysts say a better way to change habits in Asia would be to encourage domestic consumer spending and let Asian currencies rise. That would make Asian exports less attractive to foreign consumers, give local consumers more spending power to buy imported goods, and force Asian business to diversify beyond exports. But Asian authorities may be unlikely to create any hardship for exporters by allowing their currencies to rise.

[Adapted from *The Wall Street Journal*, July 27, 2009]

- (9) Choose the most appropriate word to fill in the blank (9) _____.
The answer is: (9) _____.
1 along 2 within 3 next 4 past
- (10) Choose the most appropriate word to fill in the blank (10) _____.
The answer is: (10) _____.
1 incite to 2 give to 3 tend to 4 move to
- (11) What is the main idea of the passage? The answer is: (11) _____.
1 The Asian Development Bank is facing economic challenges
2 Asian countries are trying to expand social services
3 Asian countries are encouraging more exports
4 Asian countries are facing problems with tax collection
- (12) Which of the following points is made in the passage? The answer is: (12) _____.
1 The overall state of health care in Thailand is unsatisfactory
2 Better social programs may not lead to increased domestic consumer spending
3 Social service programs in Asia are very reliable compared to European programs
4 People in small companies in India work 100 days per year
- (13) The economist at the Asian Development Bank is concerned that people will **NOT** (13) _____.
1 change their habits of visiting hospitals
2 trust the new social programs
3 save as much as Americans and Europeans
4 design the new social programs
- (14) An increase in the value of currency is discussed in the passage as (14) _____.
1 an alternative to improving medical services
2 an alternative to increasing Asian exports
3 a way of developing more work for people
4 a way of reducing reliance on exports

- (15) The programs of various governments in Asia described in the passage (15) .
- 1 will inevitably result in an improvement of the economic situation
 - 2 will be paid for by tax revenues from decreased exports
 - 3 are less helpful in China than in the other countries
 - 4 may not be fully utilized by members of the public

Ⅲ. 次の英文を読み、(16) ～ (22) の設問について最も適切なものを選択肢 1 ～ 4 から選び、その番号を解答用紙 A (マークシート) の解答欄 (16) (17) (18) (19) (20) (21) (22) にマークしなさい。

The more we participate, the more we interact with people who do not share our views and approaches. This fact has important survival value, for variety—often referred to as diversity—is a major source of innovation and responsiveness—survival—in a complex system. We could argue that diverse people from around the world are beginning to mingle just at the time when we need an increased supply of new ideas to help us succeed in today’s volatile world.

There are many sources of diversity, including the obvious: race, gender, ethnicity, and culture. There are good historical reasons for addressing these areas. Racism, gender discrimination, and ethnic or cultural differentiation have all been closely associated with authoritarianism. However, in remedying the discrimination of the past, we must be careful not to (16) _____ another form of separatism, one that *pigeonholes and categorizes people.

We do not resolve diversity issues by getting to know one another’s culture or differences. It is true that we do have differences, but it is unlikely that people can teach their culture and differences to others. A more useful approach is to accept that everyone brings his or her own uniqueness to a situation and to adopt a nonjudgmental and childlike curiosity to the challenge of learning. Each situation gives us an opportunity to explore different perspectives and points of view. This attitude of exploration and learning is much more important than knowing someone’s culture or understanding his or her past experiences.

It is not easy to accept and treasure diversity. Each of us over time develops views and values that become his or her own personal “truths”. Opening up to challenge and new perspectives takes a lot of self-confidence. It is probably also difficult because accepting the differences in others means that we must acknowledge and accept the diversity within ourselves.

The acceptance of diversity extends beyond the obvious issues. People in a participative institution must work across functional boundaries and across levels. Some of the most daunting challenges involved in managing diversity occur when the finance and marketing people or a vice president and an operator try to work together. The same is true of relationships between customers and suppliers. The two groups seldom have the same requirements and work processes. Yet increasing the interdependence and participation within a workplace inevitably brings very diverse work cultures into contact. The best solution is not to create one culture but to understand, value, and benefit from the differences of individual cultures, even if it means working through and with the associated conflict.

As we move into the participative world, the capacity to respect the situation, views, and contributions of others will become increasingly important. This capacity means learning to value

diversity. But it also calls on us to look beyond differences and to see the wholeness that is possible. Computer-generated art provides a useful comparison. When we look at one of the new three-dimensional drawings—the kind that requires us to look (17)_____ the surface of the picture to see the 3-D image within—we experience the essence of valuing diversity. We can see the 3-D image only if we do not try to figure it out consciously and only if we do not try to connect the hundreds of little parts that compose the drawing. The whole picture lies within the complexity, but it is not only greater than the sum of its parts, it is also different from its parts. Yet without the parts, the whole could neither exist nor be seen.

注) *to pigeonhole : 分類する

[Adapted from *The Age of Participation*, by P. McLagan and C. Nel, 1997]

(16) Choose the most appropriate word to fill in the blank (16)_____.

The answer is: (16)_____.

1 distress 2 stipulate 3 endorse 4 handle

(17) Choose the most appropriate word to fill in the blank (17)_____.

The answer is: (17)_____.

1 after and on 2 for and toward 3 up and over 4 into and beyond

(18) According to the passage, which of the following is **TRUE**? The answer is: (18)_____.

- 1 It is important to explain one's own culture correctly in order to avoid being discriminated against
- 2 Unless we respect our own culture, we can never fully understand other cultures
- 3 It is advisable to explore and learn different points of view, but it requires childlike curiosity and self-confidence
- 4 We must first respect and treasure diversity for the purpose of categorizing people correctly

(19) According to the author, self-confidence is required to (19)_____.

- 1 make judgments about ethnicity in a diversified society
- 2 be proud of one's own culture in an ethnically mingled society
- 3 fight against discrimination and other serious issues
- 4 face new ideas and perspectives different from one's own

(20) Which of the following is **NOT** the reason why the author expands the topic from ethnic and racial diversity to diversity in workplaces? The answer is: (20)_____.

- 1 Because the author intends to apply the same solution to both; that is, the best thing is to understand, respect, and value differences
- 2 Because the author intends to draw attention to the fact that diversity exists in various situations
- 3 Because workplaces are good examples where one can meet diverse cultures
- 4 Because the ultimate purpose of the passage is to show how to organize businesses to survive

- (21) The author gives the example of a 3-D image to show that (21).
- 1 it is very hard to understand and value things which we cannot see visually
 - 2 we need to make conscious efforts to avoid conflicts with people who see things from different angles
 - 3 the whole is composed of many different parts, and in order to understand the whole we need to look beyond the differences
 - 4 we must keep an eye on what lies underneath the surface in order to judge what is right and what is wrong
- (22) The main issue of the passage is (22).
- 1 how to fight against discrimination in an ethnically mingled society
 - 2 how to develop one's self-confidence in the age of diversity
 - 3 how to resolve disputes in cross-boundary businesses
 - 4 how to learn to value diversity in the participative age

IV. 次の英文の空所 (23) ～ (28) に入る最も適切なものを選択肢 1 ～ 4 から選び、その番号を
 解答用紙 A (マークシート) の解答欄 (23) (24) (25) (26) (27)
 (28) にマークしなさい。

To the Editor:

Your August 18 editorial about climate change (The Climate and National Security) was correct
 (23) the new and unprecedented wave of national security challenges we will face as a
 result of global warming—although the repercussions of these changes are not (24) as
 one would think.

During my recent testimony on this issue before the Senate Foreign Relations Committee, I
 highlighted how climate change (25) increased conflicts around the world because of
 water and agricultural shortages, changes in patterns of human migration, and further
 destabilization in areas like South Asia, potentially fostering an increase in global terrorism.

China has already (26) its plan to lead the world in the production of electric cars,
 and European companies already lead the world in developing methods of alternative-energy
 production.

The question is not whether we act or not, but whether we do so (27), and deal with
 much more serious—and expensive—(28).

Lee Gunn

[Adapted from *The New York Times*, August 21, 2009]

- | | | | | |
|------|------------------|-------------------|------------------|----------------|
| (23) | 1 in describing | 2 from arguing | 3 for breaking | 4 at extending |
| (24) | 1 so close to | 2 as far off | 3 being the same | 4 regarding it |
| (25) | 1 would comprise | 2 may come to | 3 will lead to | 4 could report |
| (26) | 1 cooperated | 2 announced | 3 argued | 4 answered |
| (27) | 1 now and then | 2 now and forever | 3 now or never | 4 now or later |
| (28) | 1 consequences | 2 places | 3 economies | 4 energies |

V. 次の英文 (29) ~ (35) には下線部 1 ~ 4 のいずれか一つに誤りがある。その誤りを含む部分の番号を、解答用紙 A (マークシート) の解答欄

(29)

(30)

(31)

(32)

(33)

(34)

(35)

 にマークしなさい。

- (29) 'Ageism' is 1 a word coined 2 by analogy with 'sexism' and 'racism' 3 to mean the unwarranted application of 4 negative stereotypes by old people.
- (30) 1 Growth among industrialized economies in 2005 2 is estimated at 2.5 percent, 3 substantially lower than the 3.1 percent recorded 4 the before year.
- (31) The Demographic Transition Model 1 shows how the total population of a country 2 change through time 3 as 4 birth and death rates change.
- (32) 1 Planning an outline for your essay gives you a basic structure from which to work. You 2 will probably find the writing of your essay 3 much easy if you 4 are working with a plan.
- (33) I would like to 1 point to a successful aid project called the Millennium Village Project. Under the project, a certain number of 2 the most impoverished villages in Africa are chosen to provide them 3 for assistance in integrated ways without the involvement of their 4 respective national governments.
- (34) It should 1 be emphasized that Japan is a democracy that loves freedom, peace and human rights—it is a nation 2 based on such universal values. If Japan is serious about 3 its commitment to upholding these values, it cannot leave the issue of poverty in Africa 4 as it were.
- (35) 1 Promoting Japanese women in business is at the top of the agenda for forward-thinking companies in Japan. 2 Yet, with diversity teams tasked with creating gender-friendly work environments, 3 statistics still show that the number of Japanese women in senior positions 4 lag far behind other countries.

VI. 次の英文 (36) ~ (43) の空所に入る最も適切なものを選択肢 1 ~ 4 から選び、その番号を解答用紙 A (マークシート) の解答欄

(36)

(37)

(38)

(39)

(40)

(41)

(42)

(43)

 にマークしなさい。

- (36) I happened to (36) economic data on Ghana and South Korea in the early 1960s, and I was astonished to see how similar their economies were then.
1 come across 2 draw upon 3 fall on 4 get on
- (37) The observation (37) the link between culture and economic competitiveness.
1 receives 2 relies 3 illuminates 4 accuses
- (38) The negative impacts of climate change on freshwater systems (38) its benefits.
1 contrive 2 outweigh 3 survey 4 surround

- (39) I don't see him very often, but he drops in (39).
 1 for a time 2 from time to time 3 few times 4 at one time
- (40) Galileo argued (40) the sun-centered Copernican theory of the universe and against the earth-centered Ptolemaic theory.
 1 in favor of 2 in exchange for 3 in charge of 4 in return for
- (41) The World Health Organization has now officially (41) the H1N1 flu virus to be a global epidemic.
 1 confined 2 testified 3 supported 4 declared
- (42) A consensus is growing that the environmental, economic, and geopolitical costs of the world's addiction to fossil fuels justify a major U.S. federal program (42) technological innovation in energy.
 1 to stimulate 2 by discouraging 3 disturbing 4 of exhibition
- (43) The housing minister said yesterday that her government (43) final approval for any new housing projects since March.
 1 had not given 2 will not give 3 to have denied 4 denying

ここからは解答用紙 B を使用しなさい。

- VII. 次の英文を読み、空所 (a) ~ (e) に入る最も適切な形容詞を解答欄に記入しなさい。
 ただし、下記の名詞群の形容詞形のみを使用すること。また、同じ語を二回以上使ってはいけない。同じ語を二回以上使った場合、正解が含まれていてもその正解は得点にならない。

例: honesty → honest

legend	access	risk	hostility	simplicity
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Companies must review their successes and failures, assess them systematically, and record the lessons in a form that employees find open and fully (a). Unfortunately, too many managers today are indifferent, even (b), to the past, and by failing to reflect on it, they let valuable knowledge escape.

A study of more than 150 new products concluded that "the knowledge gained from failures is often instrumental in achieving subsequent successes. In (c) terms, failure is the ultimate teacher." IBM's 360 computer series, for example, one of the most popular and profitable ever built, was based on the technology of the failed "Stretch" computer that preceded it. IBM's (d) founder, Thomas Watson apparently understood the distinction between a productive failure and an unproductive success well. Company lore has it that a young manager, after losing \$10 million in a (e) venture, was called into Watson's office. The young man, thoroughly intimidated, began by saying, "I guess you want my resignation." Watson replied, "You can't be serious. We just spent \$10 million educating you."

[Adapted from *Harvard Business Review on Knowledge Management*, 1998]

VIII. 次の英文を読み、空所（a）～（g）に入る最も適切な動詞を下記の語群から選び、必要に応じて語形を変えて解答欄に記入しなさい。ただし、各解答欄に記入する語は一語のみとし、同じ語を二回以上使ってはいけない。同じ語を二回以上使った場合、正解が含まれていてもその正解は得点にならない。

cause	control	estimate	be	explore	throw	do
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The hypothesis that climate change exerted a profound impact on the prehistoric development of human societies must be (a) in terms of our current experience of how fluctuations from year to year have affected our own societies in more recent history. It is easy to forget how much our lives are (b) by the climate of where we live and how vulnerable we (c) to extremes that fall well outside normal experience. Even in the seventeenth and eighteenth centuries there were major subsistence crises in Europe as a result of bad weather and poor harvests. The string of cold wet years in the 1690s brought disaster to farming communities across the continent. In Finland it is (d) that in 1697 the famine killed a third of the population.

Extreme weather has remained a dominant factor in the fortunes of agriculture right through the twentieth century. During the 1930s the drought across the Great Plains of North America (e) immense social disruption. In our modern industrial world, we have (f) much to reduce considerably the size of this vulnerability. Nevertheless, we still have to design many features of our lives to handle whatever the climate (g) at us over the years.

[Adapted from *Climate Change in Prehistory* by William James Burroughs, 2005]