2025 年全国硕士研究生招生考试

英语（二）真题

Section I Use of English

Directions: Read the following text. Choose the best word (s) for each numbered blank and mark A, B, C or D on the ANSWER SHEET. (10 points)

There are many understandable reasons why you might find it difficult to ask for help when you need it. Psychologists have been interested in this ___1__ for decades, not least because people's widespread ___2__ to ask for help has led to some high-profile failures.

Asking for help takes ___3__ . It involves communicating a need on your part—there's something you can't do. ___4___, you're broadcasting your own weakness, which can be ___5___. You might have ___6___ about losing control of whatever it is you are asking for help with. ___7___someone starts to help, perhaps they will take over, or get a credit for your early efforts. Yet another ___8___that you might be worried about is being a nuisance or ___9___the person you go to for help.

If you struggle with low self-esteem, you might find it especially difficult to ___10___ for help because you have the added worry of the other person ___11__ your request. You might see such refusals as implying something ___12__ about the status of your relationship with them. To ___13__these difficulties, try to remind yourself that everyone needs help sometimes. Nobody knows everything and can do everything all by themselves. And while you might ___14__ coming across as incompetent, there's actually research that shows that advice-seekers are ___15___as more competent, not less.

Perhaps most encouraging of all is a paper from 2022 by researchers at Stanford University, in California, that involved a mix of contrived help-seeking interactions and asking people to ___16___ times they'd sought help in the past. The findings showed that help-seekers generally underestimated how ___17___ other people will be to help and how good it will make the help-giver feel (for most people,having the chance to help someone is highly ___18____).

So bear all this in mind the next time you need to ask for help. ___19___, take care over who you ask and when you ask them. And if someone can't help right now, avoid taking it personally. They might just be too ___20___, or they might not feel confident about their ability to help.

| 1. [A] illusion | [B] discussion | [C] tradition | [D] question |
| 2. [A] reluctance | [B] ambition | [C] tendency | [D] enthusiasm |

3. [A] attention	[B] talent	[C] courage	[D] patience
4. [A] At any times	[B] In other words	[C] By all means	[D] On the contrary
5. [A] unrealistic	[B] deceptive	[C] tiresome	[D] uncomfortable
6. [A] doubts	[B] concerns	[C] suggestions	[D] secrets
7. [A] once	[B] unless	[C] although	[D] before
8. [A] theory	[B] choice	[C] factor	[D] context
9.[A] overpraising	[B] outperforming	[C] reassessing	[D] inconveniencing
10.[A] reach out	[B] set down	[C] turn over	[D] look back
11.[A] declining	[B] considering	[C] criticizing	[D] evaluating
12.[A] unnecessary	[B] negative	[C] strange	[D] impractical
13.[A] explain	[B] identify	[C] predict	[D] overcome
14.[A] deny	[B] forget	[C] miss	[D] fear
15.[A] disguised	[B] perceived	[C] followed	[D] introduced
16.[A] recall	[B] classify	[C] analyse	[D] compare
17.[A] brave	[B] disapproving	[C] willing	[D] hesitant
18.[A] relaxing	[B] surprising	[C] rewarding	[D] demanding
19.[A] Thus	[B] Also	[C] Finally	[D] Instead
20.[A] polite	[B] proud	[C] busy	[D] lazy

Section II Reading Comprehension

Part A

Directions: Read the following four texts. Answer the questions below each text by choosing A, B, C or D. Mark your answers on the ANSWER SHEET. (40 points)

Text 1

U. S. customers historically tipped the people they assumed were earning most of their income via tips, such as restaurant serves earning less than the minimum wage. In the early 2010s, a wide range of business standard processing purchases with iPads and other digital payment systems. These system often prompted customers to tip for services that were not previously tipped.

Today's tip requests are often connected to the salary and service norms that used to determine when and how people tip. Customers in the past merely always pay the tips after receiving a service, such as at the conclusion of a restaurant meal after getting a haircut or once a pizza was delivered. That timing could reward high— quality service and give worthless an incentive to provide it.

It's becoming more common for tips to be requested beforehand. And new tipping technology may even automatically add tips.

The prevalence of digital payment devices has made it easier to ask customers for a tip. That helps explain why tip requests are creeping into new kinds of services. Customers now routinely see menus of suggested default options -- often well above 20% of what they owe. The amounts have risen from 10% or less in the 1950s to 15% around the year 2000 to 20% or higher today. This increase is sometimes called tipflation -- the expectation of ever-higher tip amounts.

Tipping has always been a vital source of income for workers in historically tipped services, like restaurants, where the tipped minimum wage can be as low as US $ 2.13 an hour. Tip creep and tipflation are now further supplementing the income of many low-wage service workers.

Notably, tipping primarily benefits some of these workers such as cooks and dishwashers, so ensure that all employees were paid fair wages. Some restaurants banned tipping and increased prices, but this movement towards not-tipping services has largely fizzled out.

So to increase employee wages without raising prices, more employers are succumbing to temptations of tip creep and tipflation. However, many customers are frustrated because they feel they are being asked for too high of a tip too often. And, as our research emphasizes tipping now seems to be more coercive, less generous, and often completely disassociated from service quality.

21. According to Paragraph 1, the practice of tipping in the U.S._____.

[A] was regarded as a sign of generosity

[B] was considered essential for waiters

[C] was a way of rewarding diligence

[D] was optional in most businesses

22. Compared with tips in the past, today's tips _____.

[A] are paid much less frequently

[B] are less often requested in advance

[C] have less to do with service quality

[D] contribute less to workers' income

23. Tip requests are creeping into new kinds of services as a result of _____.

[A] the advancement of technology

[B] the desire for income increase

[C] the diversification of business

[D] the emergence of tipflation

24. The movement toward no-tipping services was intended to _____.

[A] promote consumption

[B] enrich income sources

[C] maintain reasonable prices

[D] guarantee income fairness

25. It can be learned from the last paragraph that tipping _____.

[A] is becoming a burden for customers

[B] helps encourage quality service

[C] is vital to business development

[D] reflects the need to reduce prices

Text 2

When it was established, the National Health Service(NHS) was visionary: offering high-quality, timely care to meet the dominant needs of the population it served. Nearly 75 years on, with the UK facing very different health challenges, it is clear that the model is out of date.

From the life expectancy to cancer and infant mortality rates, we are lagging behind many of our peers. With more than 6.8 million on waitlists, healthcare is becoming increasingly inaccessible for those who cannot opt to pay for private treatment; and the cost of providing healthcare is increasingly squeezing our investment in other public services. As demand for health care continues to grow, pressures on the workforce — which is already near breaking point — will only become more acute.

Many of the answers to the crisis in the health and care are well rehearsed. We need to be much better at reducing and diverting demand on health services, rather than simply managing it. Much more needs to be invested in communities and primary care to reduce our reliance on hospitals. And capacity in social care needs to be greater, to support the growing number of people living with long-term conditions.

Yet despite two decades of strategies and number of major health reforms, we have failed to make meaningful progress on any of these aims. That is why the Reform think tank is launching a new programme of work entitled "Reimagining health", supported by ten former health ministers. Together, we are calling for a much more open and honest conversation about the future of health in the UK, and on "urgent rethink" of the hospital-centric model we retain.

This must begin with the question of how we maximise the health of the nation, rather than "fix" the NHS. It is estimated, for example, that healthcare accounts for only about 20% of health outcomes. Much more important are the places we live, work and socialise – yet there is no clear cross-government strategy for improving these social determinants of health. Worse, when policies like the national obesity strategy are scrapped, taxpayers are left with the hefty price tag of treating the illnesses, like diabetes, that result.

Reform wants to ask how power and resources should be distributed in our health system. What health functions should remain at the centre, and what should be given to local

leaders, often responsible for services that create health, and with a much better understanding of the needs of their populations?

26. According to the first two paragraphs, the NHS _____.

[A] is troubled by funding deficiencies

[B] can hardly satisfy people's needs

[C] can barely retain its current employees

[D] is rivalled by private medical services

27. One answer to the crisis in health and care is to _____.

[A] boost the efficiency of hospitals

[B] lighten the burden on social care

[C] increase resources for primary care

[D] reduce the pressure on communities

28. "Reimagining health" is aimed to _____.

[A] reinforce hospital management

[B] readjust health care regulations

[C] restructure the health system

[D] resume suspended health reforms

29. To maximize the nation's health, the author suggests _____.

[A] introducing relevant taxation policies

[B] paying due attention to social factors

[C] reevaluating major health outcomes

[D] enhancing the quality of health care

30. It can be inferred that local leaders should _____.

[A] exercise their power more reasonably

[B] develop a stronger sense of responsibility

[C] play a bigger role in the health system

[D] understand people's health needs better

Text 3

Heat action plans, or HAPs, have been proliferating in India in the past few years. In general, an HAP spells out when and how officials should issue heat warnings and alert hospitals and other institutions. Nagpur's plan, for instance, calls for hospitals to set aside "cold wards" in the summer for treating heatstroke patients, and advises builders to give construction laborers a break from work on very hot days.

But implementation of existing HAPs has been uneven, according to a report from the center for Policy Research. Many lack adequate funding, it found. And their triggering thresholds often are not customized to the local climate. In some areas, high daytime

temperatures alone might serve as an adequate trigger for alerts. But in other places, nighttime temperatures or humidity might be as important a gauge of risk as daytime highs.

Mumbai's April heat stroke deaths highlighted the need for more nuanced and localized warnings, researchers say. That day's high temperature of roughly 36°C was 1°C shy of the heat wave alert threshold for coastal cities set by national meteorological authorities. But the effects of the heat were amplified by humidity—an often neglected factor in heat alert systems—and the lack of shade at the late-morning outdoor ceremony.

To help improve HAPs, urban planner Kotharkar's team is working on a model plan that outlines best practices and could be adapted to local conditions. Among other things, she says, all cities should create a vulnerability map to help focus responses on the populations most at risk.

Such mapping doesn't need to be complex, Kotharkar says. "A useful map can be created by looking at even a few key parameters." For example, neighborhoods with a large elderly population or informal dwellings that cope poorly with heat could get special warnings or be bolstered with cooling centers. The Nagpur project has already created a risk and vulnerability map, which enabled Kotharkar to tell officials which neighborhoods to focus on in the event of a heat wave this summer.

HAPs shouldn't just include short-term emergency responses, researchers say, but also recommend medium- to long-term measures that could make communities cooler. In Nagpur, for example, Kotharkar's team has been able to advise city officials about where to plant trees to provide shade. HAPs could also guide efforts to retrofit homes or modify building regulations. "Reducing deaths in an emergency is good target to have, but it's the lowest target," says Climate researchers Chandni Singh.

31. According to Paragraph 1, Nagpur's plan proposes measures to_____.

[A] tackle extreme weather

[B] ensure construction quality

[C] monitor emergency warnings

[D] address excessive workloads

32. One problem with existing HAPs is that they_____.

[A] prove too costly to be implemented

[B] lack localized alert-issuing criteria

[C] give delayed responses to heat waves

[D] keep hospitals under great pressure

33. Mumbai's case shows that India's heat alert systems need to_____.

[A] include other factors besides temperature

[B] take subtle weather changes into account

[C] prioritize potentially disastrous heat waves

[D] draw further support from local authorities

34. Kotharkar holds that a vulnerability map can help_____.

[A] prevent the harm of high humidity

[B] target areas needing special attention

[C] expand the Nagpur project's coverage

[D] make relief plans for heat-stricken people

35.According to the last paragraph, researchers believe that HAPs should _____.

[A] focus more on heatstroke treatment

[B] invite wider public participation

[C] apply for more government grants

[D] serve a broader range of purposes

Text 4

Navigating beyond the organised pavements and parts of our urban spaces, desire paths are the unofficial footprints of a community, revealing the unspoken preferences, shared shortcuts and collective choices of humans. Often appearing as trodden dirt tracks through otherwise neat green spaces, these routes of collective disobedience cut corners, bisect lawns and cross hills, representing the natural capability of people cand, animals, to go from point A to point B most effectively.

Urban planners interpret desire paths as more than just convenient shortcuts; they offer valuable insights into the dynamics between planning and behaviour. Ohio State University allowed its students to navigate the Oval, a lawn in the centre of campus, freely, then proceeded to pave the desire paths, creating a web of effective routes students had established.

Yet, reluctance persists among other planners to integrate desire paths into formal plans, citing concerns about safety, environmental impact, or primarily, aesthetics. A Reddit webpage devoted to the phenomenon, boasting nearly 50,000 members, showcases images of local desire paths adorned with signs instructing pedestrians to adhere to designated walkways, underscoring the rebellious nature inherent in these human-made tracks. This clash highlights an ongoing struggle between the organic, user-driven evolution of public spaces and the desire for a visually curated and controlled urban environment.

The Wickquasgeck Trail is an example of a historical desire path, created by Native Americans to cross the forests of Manhattan and move between settlements quickly. This trail, when Dutch colonists arrived, was widened and made into one of the main trade roads across the island, known at the time as de Heere Straat, or Gentlemen's Street. Following the British assumption of control in New York, the street was renamed Broadway. Notably, Broadway stands out as one of the few areas in NYC that defies the grid-based system applied to the rest of the city, cutting a diagonal across parts of the city.

In online spaces, desire paths have sparked a fascination that can approach obsession, with the Reddit page serving as a hub. Contributors offer a wide array of stories, from little-known new shortcuts to long-established alternate routes.

Animal desire paths, such as ducks forging trails through frozen ponds or dogs carving direct routes in gardens, highlight the adaptability of these trails in both human and animal experiences. As desire paths criss-cross through both physical and virtual landscapes, they stand as a proof of the collective insistence on forging unconventional routes and embracing the spirit of communal choice.

36. According to Paragraph 1, desire paths are a result of _____.

[A] the curiosity to explore surrounding hills

[B] the necessity to preserve green spaces

[C] the tendency to pursue convenience

[D] the wish to find comfort in solitude

37. It can be inferred that Ohio State University _____.

[A] intends to improve its desire paths

[B] leads in the research on desire paths

[C] guides the creation of its desire paths

[D] takes a positive view of desire paths

38. The images on the Reddit webpage reflect _____.

[A] conflicting opinions on the use of desire paths

[B] the call to upgrade the designing of public spaces

[C] the demand for proper planning of desire paths

[D] growing concerns over the loss of public spaces

39. The example of the Wickguasgeck Trail illustrates _____.

[A] the growth of New York City

[B] the Dutch origin of desire paths

[C] the importance of urban planning

[D] the recognition of desire paths

40. It can be learned from the last paragraph that desire paths _____.

Part B

Directions: Read the following text and answer the questions by choosing the most suitable subheading from the list A-G for each numbered paragraphs (41-45). There are two extra subheadings which you do not need to use. Mark your answers on the ANSWER SHEET. (10 points)

[A] reveal humans' deep respect for nature

[B] are crucial to humans' mental wellbeing

[C] are a human imitation of animal behaviour

[D] show a shared trait in humans and animals

[A] Stay positive

[B] Respect the past

[C] Use channels

[D] Give it time

[E] Invite resistance

[F] Be a salesman

[G] Be humble

Five Steps to Suggesting a Change at Work That'll Actually Get Taken Seriously

Everyone wants to be that person—the one who looks at the same information as everyone else, but who sees a fresh, innovative solution. However, it takes more than simply having a good idea. How you share it is as important as the suggestion itself.

Why? Because writing a new script-literally or figuratively-means that other team members will have to adapt to something new. So whether you're suggesting a (seemingly) benign change like streamlining outdated protocol, or a bigger change like adding an hour to each workday so people can leave early on Fridays, you're asking others to reimagine their workflow or schedule. Not to mention, if the process your scrapping is one someone else suggested, there's the possibility of hurt feelings.

To gain buy-in on an innovative, new idea, follow these steps:

41 _____.

Great ideas don't stand alone. In other words, you can't mention your suggestion once and expect it to be adopted. To see a change, you'll need to champion your plan and sell its merits. In addition, you need to be willing to stand up to scrutiny and criticism and be prepared to explain your innovation in different ways for various audiences.

42 _____.

Sometimes it makes sense to go to your boss first. But other times, it's useful to build a coalition among your co-workers or other stakeholders. When it works, it works great—because you're ready for your stubborn supervisor's pushback with answers like, "Actually, I connected with a few people in our tech department to discuss how much time these kinds of website updates would take, and they suggested they have the bandwidth.

43 _____.

One of the biggest barriers to gaining buy-in occurs when the owner of an idea is viewed as argumentative, defensive, or close-minded. Because, let's be honest: No one likes a know-it-all. So, if people disagree with you, don't be indignant. Instead, listen to their concerns

fully, try to understand their perspective, and include their concerns (and possible remedies) in future discussions.

So, instead of saying, "Martha, our current slogan is confusing and should be updated," you could try, "Martha raises a great point that our current slogan has a long history for our stakeholders, but I wonder if we might able to brainstorm a tagline that could build on that— and be clearer for new customers."

44 _____.

New ideas are the grandchildren of old ones. In other words, don't throw old solutions under the bus to make your improvement stand out. Remember that in light of whatever the problem the old system solved—or, maybe, has failed to solve in recent memory—it was a great idea at the time. Appreciating the older contributions as you suggest future innovations helps bolster the credibility of your idea.

45 _____.

When pitching a new idea, it's important use the language of abundance instead of the language of deficit. Instead of saying what is wrong, broken, or suboptimal, talk about what is right, fixable, or ideal. For example, try, "I can see lots of applications for this new approach" rather than, "This innovation is the only way." Be optimistic but realistic, and you will stand out.

Section III Translation

46. Directions: Translate the following text from English into Chinese. Write your translation on ANSWER SHEET. (15 points)

You know the moment -- the conversation. Slows, then there's a pause. It's awkward, and so awkward that some people will panic and say anything. Do we all find such silences so stressful?

Researchers analysed the frequency and impact of gaps greater than 2 seconds during conversations including an overview of previous studies which indicate that the fear of awkward silences can be so extreme that people avoid talking to strangers, even though doing so is likely to be an enjoyable experience.

During conversations with shot gaps, people feel more connected to their conversations partners. But such feelings of connection markedly dip when entirely a long gap. Long gaps between strangers are likely to be followed by a change in topic.

But the opposite seems to be true for conversations between friends. Long gaps there saw increased connection. Between friends, longer gaps seem to provide natural moments for reflection and expression.

Section IV Writing

Part A

47. Directions：

Suppose you are planning a short play based on a classic Chinese novel. Write your friend John an email to:

1) introduce the play, and

2) invite him to take part in it.

You should write about 100 words on **the ANSWER SHEET**
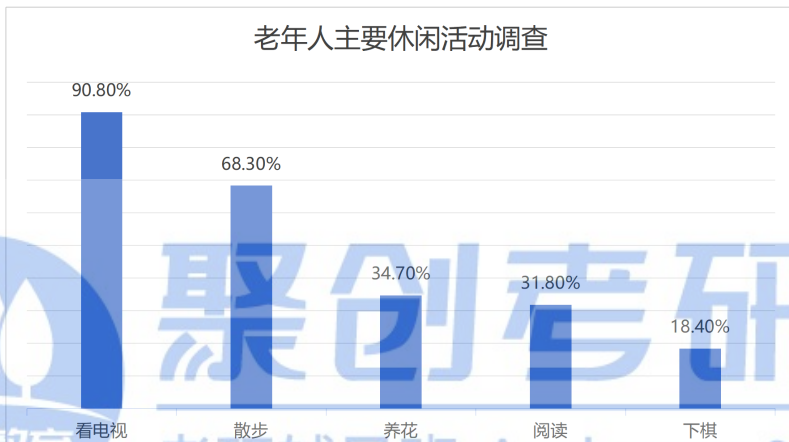
Do not use your own name. Use "Li Ming" instead

Part B

48.Directions:

Write an essay based on the chart below. In your essay, you should

1) interpret the chart, and

2) give your comments.

Write your answer in about 150 words on the ANSWER SHEET. (15points)

老年人主要休闲活动调查

90.80%　看电视

68.30%　散步

34.70%　养花

31.80%　阅读

18.40%　下棋

2025 年全国硕士研究生招生考试

英语（二）真题解析

Section I Use of English

1. 【答案】D

【解析】前文提到"有很多可以理解的原因会让你在需要帮助时觉得难以开口求助"，这里说心理学家对这个（人们难以开口求助这件事）感兴趣了数十年，"this question"指代前面提到的人们为何难以开口求助这个问题，用"question"符合语境。"illusion"意为幻觉、错觉；"discussion"是讨论，此处不是说对相关讨论感兴趣，而是对这个现象本身的疑问感兴趣；"tradition"是传统，不符合此处语境。所以选 D。

2. 【答案】A

【解析】根据前文说人们觉得难以开口求助，也就是人们不情愿、不愿意去求助，"reluctance"意思是不情愿、勉强，符合语境，表明人们普遍不情愿求助导致了一些引人注目的失败情况。"ambition"意为雄心、抱负；"tendency"是倾向，这里强调的是不情愿的态度而非一般的倾向；"enthusiasm"是热情，与文意相悖。所以选 A。

3. 【答案】C

【解析】后文提到求助意味着要传达自己有做不到的事，也就是要暴露自己的弱点等情况，所以求助是需要勇气的，"courage"符合语境。"attention"是注意力；"talent"是才能；"patience"是耐心，均不符合此处说求助需要什么的语境，所以选 C。

4. 【答案】B

【解析】前面说求助意味着传达自己有需求，有做不到的事，后面说就是在暴露自己的弱点，后面这句话是对前面内容的进一步解释说明，"In other words"意为换句话说，起到解释说明的衔接作用，符合语境。"At any times"表示随时；"By all means"意为当然、一定；"On the contrary"意为相反，都不符合此处逻辑关系，所以选 B。

5. 【答案】D

【解析】暴露自己的弱点往往会让人感觉不舒服，"uncomfortable"符合这种心理感受。"unrealistic"是不现实的；"deceptive"是欺骗性的；"tiresome"是令人厌烦的，都不符合暴露弱点带给人的感受，所以选 D。

6. 【答案】B

【解析】后文提到担心别人帮忙后会接管或者拿走自己前期努力的功劳等，这是人们心里存在的担忧，"concerns"有担忧、顾虑之意，符合语境。"doubts"侧重于怀疑；"suggestions"是建议；"secrets"是秘密，都不符合此处表达的人们心里对求助这件事的顾虑的意思，所以选 B。

7. 【答案】A

【解析】此处表达一种假设情况，意思是一旦有人开始帮忙，可能就会出现后面说的接管或者拿走功劳等情况，"once"表示一旦，引导条件状语从句，符合语境。"unless"

是除非；"although"是虽然；"before"是在……之前，都不符合此处逻辑关系，所以选 A。

8. 【答案】C

【解析】前文已经列举了一些人们不愿求助的原因，这里"Yet another"表示又一个（原因），"factor"有因素、原因的意思，符合语境，指又一个人们可能担心的因素。"theory"是理论；"choice"是选择；"context"是背景、语境，都不符合此处表达又一原因的意思，所以选 C。

9. 【答案】D

【解析】前面说担心成为别人的麻烦，"inconveniencing"意思是给……带来不便，符合语境，表达担心给向其求助的人带来不便。"overpraising"是过度表扬；"outperforming"是胜过、表现优于；"reassessing"是重新评估，都不符合此处语境，所以选 D。

10. 【答案】A

【解析】"reach out for help"是固定搭配，意为"寻求帮助"，符合语境，指如果自尊心较低，可能会觉得寻求帮助特别困难。"set down"意为放下、记下；"turn over"意为翻转、移交；"look back"意为回顾，都不能与"for help"搭配表达寻求帮助的意思，所以选 A。

11. 【答案】A

【解析】后文提到"you might see such refusals"（你可能会把这样的拒绝看作……），说明这里是担心对方拒绝自己的请求，"declining"有拒绝、谢绝之意，符合语境。"considering"是考虑；"criticizing"是批评；"evaluating"是评估，都不符合此处表达担心对方对请求做出拒绝行为的意思，所以选 A。

12. 【答案】B

【解析】把对方的拒绝看作是暗示着和对方关系状态方面不好的情况，"negative"意为消极的、负面的，符合语境，说明会觉得这种拒绝体现出关系中有负面的意味。"unnecessary"是不必要的；"strange"是奇怪的；"impractical"是不切实际的，都不符合此处表达的关系层面的消极意思，所以选 B。

13. 【答案】D

【解析】后面提到尝试提醒自己每个人都有时需要帮助等内容，这是为了克服前面提到的那些寻求帮助时面临的困难，"overcome"有克服、战胜之意，符合语境。"explain"是解释；"identify"是识别、确定；"predict"是预测，都不符合此处要解决困难的语境，所以选 D。

14. 【答案】D

【解析】前文提到寻求帮助意味着暴露弱点等情况，所以这里是说可能会害怕给人留下无能的印象，"fear"有害怕、担心之意，符合语境。"deny"是否认；"forget"是忘记；"miss"是错过、想念，都不符合此处表达的对留下不好印象的担心害怕的意思，所以选 D。

15. 【答案】B

【解析】此处表达研究表明寻求建议的人实际上被认为更有能力，"perceived"有被视为、被认为的意思，符合语境，说明在他人眼中的一种看法。"disguised"是伪装、掩饰；"followed"是跟随、听从；"introduced"是介绍，都不符合此处表达他人看法的语境，所以选 B。

16. 【答案】A

【解析】此处说让人们去回想过去寻求帮助的那些时候，"recall"意为回忆、回想，符合语境，即唤起过去相关经历的记忆。"classify"是分类；"analyse"是分析；"compare"是比较，都不符合让人们回想过去经历的语境，所以选 A。

17. 【答案】C

【解析】后文提到对于大多数人来说，有机会帮助别人是很有意义的，说明寻求帮助的人通常低估了别人愿意帮忙的程度，"willing"表示愿意的，符合语境，强调别人乐意提供帮助这一情况被寻求帮助者低估了。"brave"是勇敢的；"disapproving"是不赞成的；"hesitant"是犹豫的，都不符合此处表达的别人帮忙的意愿方面的意思，所以选 C。

18. 【答案】C

【解析】根据语境，这里是说对于大多数人而言，有机会帮助别人是一件很有回报、很有意义的事，"rewarding"有值得做的、有益的、有回报的意思，符合人们从帮助他人中获得积极感受的语境。"relaxing"是令人放松的；"surprising"是令人惊讶的；"demanding"是要求高的、费力的，都不符合此处表达帮助别人所带来的积极感受的意思，所以选 C。

19. 【答案】B

【解析】前文提到要记住相关情况，这里接着说也要注意向谁求助以及何时求助，是在前文基础上进一步补充建议，"Also"表示"也，此外"，符合此处逻辑关系，起到递进补充的作用。"Thus"意为"因此"，表因果关系；"Finally"意为"最后"，通常用于表示一系列内容中的最后一点；"Instead"意为"相反，反而"，表转折关系，都不符合此处语境，所以选 B。

20. 【答案】C

【解析】
前面说如果有人现在没法帮忙，不要太往心里去，后面解释原因可能是他们太忙了，所以没办法帮忙，"busy"符合常理，说明客观上因为忙碌而无法提供帮助。"polite"是有礼貌的；"proud"是骄傲的；"lazy"是懒惰的，都不符合此处解释没法帮忙的合理原因的语境，所以选 C。

【全文翻译】

当你需要帮助时，你可能会发现很难开口求助，这有很多可以理解的原因。心理学家几十年来一直对这个问题感兴趣，尤其是因为人们普遍不愿意求助，这导致了一些备受瞩目的失败案例。

求助需要勇气。它涉及到你表达自身的需求——有某件事你做不到。换句话说，你在展示自己的弱点，这可能会让人感到不自在。你可能会担心失去对所求助事情的

14

控制权。一旦有人开始帮助你，他们可能会接管，或者抢占你早期努力的功劳。另一个你可能担心的因素是，你会成为去找其求助之人的负担或给他们带来不便。

如果你自尊心较低，你可能会发现特别难以开口求助，因为你还担心对方会拒绝你的请求。你可能会将这种拒绝视为对你们关系地位的负面暗示。为了克服这些困难，试着提醒自己，每个人有时都需要帮助。没有人无所不知、无所不能。虽然你可能会担心自己看起来无能，但实际上有研究表明，寻求建议的人被视为更有能力，而不是更无能。

也许最令人鼓舞的是，加利福尼亚州斯坦福大学的研究人员在 2022 年发表的一篇论文。该论文结合了人为设计的求助互动和让人们回忆过去寻求帮助的经历。研究结果表明，求助者通常低估了别人愿意帮助他们的程度，以及帮助别人会给帮助者带来的愉悦感（对大多数人来说，有机会帮助别人是非常有回报的）。

因此，下次你需要求助时，请记住这些。同时，注意你向谁求助以及何时求助。如果别人现在不能帮忙，不要把它当成是针对个人的。他们可能只是太忙了，或者对自己的帮助能力不自信。

Section II Reading Comprehension

Part A

Text 1

21. 【答案】C

【解析】文章开头提到顾客过去会给那些他们认为主要收入靠小费的人付小费，比如给收入较低的餐厅服务员等，这说明小费是一种对他人服务进行奖赏、回馈的方式，C 选项符合文意。A 选项文中未提及付小费被视为慷慨的标志；B 选项说小费对服务员是必不可少的，文中没有体现出这种"必不可少"；D 选项说在大多数行业中小费是可选的，原文重点强调的是以前小费针对特定靠其为主要收入的人群，并非侧重在行业中是否可选，所以 ABD 均不正确。

22. 【答案】C

【解析】文中提到过去的小费与服务规范和工资有关，顾客通常在接受服务后付小费，这种时机可以奖励高质量的服务并且激励员工提供优质服务。而现在的小费要求与过去决定人们何时以及如何给小费的工资和服务规范无关。所以和过去相比，现在的小费与服务质量的关联性变弱了，C 选项正确。A 选项说现在小费频率更低，文章未提及；B 选项说现在更少被要求给小费，这与原文说现在很多以前不用给小费的情况也会被要求给小费不符；D 选项说对员工积极性贡献更少，文中只是说和服务质量关联性减弱，没有提及对员工积极性的影响，所以 ABD 选项均错误。

23. 【答案】A

【解析】文中提到"数字支付设备的普及使得向顾客索要小费变得更容易了。这有助于解释为什么小费提示正逐渐进入新的服务领域"，这里明确表明是因为数字支付设备等技术的发展进步，使得小费要求逐渐扩展到新的服务中，所以是技术的进步导致

的，A 选项符合题意。B 选项说对收入的渴望，文中未体现这是小费进入新服务领域的原因；C 选项业务的多样化不是文中所阐述的导致这一现象的原因；D 选项"小费膨胀"是小费金额方面的情况，并非是小费进入新服务领域的原因，所以 BCD 均不正确。

24. 【答案】D

【解析】文中提到"值得注意的是，小费主要使一些员工（如服务员）受益，但其他员工（如厨师和洗碗工）却没有受益。为了确保所有员工都能得到报酬，一些餐厅禁止收小费并调整价格"，这表明无小费服务的趋势是为了保证所有员工都能获得收入，保证收入的公平性，D 选项正确。A 选项促进消费在文中未提及；B 选项丰富收入来源与文意不符，这里是为了公平分配收入，不是丰富来源；C 选项维持合理价格不是主要意图，主要是为了保证员工收入公平，所以 ABC 选项均错误。

25. 【答案】A

【解析】文中提到"许多顾客感到沮丧，因为他们觉得总是被要求给小费"，这体现出现在小费对于顾客来说好像成了一种负担，A 选项符合文意。B 选项，文中明确说现在小费与服务质量常常完全脱节了，并非能鼓励高质量服务；C 选项说小费对企业发展至关重要，文中未体现这一点；D 选项提到降低价格的需要，与小费之间并没有这样的关联表述，所以 BCD 选项均错误。

【全文翻译】

美国顾客历来会给那些他们认为主要通过小费获得大部分收入的人付小费，比如收入低于最低工资的餐厅服务员。2010 年代初，各种企业开始使用 iPad 和其他数字支付系统来处理标准交易。这些系统经常提示顾客为之前不付小费的服务付小费。

如今的小费请求往往与过去决定人们何时以及如何付小费的工资和服务标准相关联。在过去，顾客总是在接受服务后才付小费，比如在餐厅用餐结束时、理发后或披萨送达后。这样的时机可以奖励优质服务，并激励服务人员提供优质服务。

预先请求小费的情况变得越来越普遍。而新的付小费技术甚至可能会自动添加小费。

数字支付设备的普及使得向顾客索要小费变得更加容易。这有助于解释为什么小费请求正在悄然进入新型服务领域。顾客现在经常能看到建议的默认选项菜单，这些选项通常远高于他们应付金额的 20%。小费金额已经从 20 世纪 50 年代的 10% 或更低，上涨到 2000 年左右的 15%，再到今天的 20% 或更高。这种增长有时被称为"小费通胀"——预期小费金额不断上涨的现象。

小费一直以来都是历史上那些依赖小费的服务行业（如餐厅）工作人员的重要收入来源，在这些地方，有小费的基本工资可以低至每小时 2.13 美元。现在，小费金额的不断上涨和小费通胀进一步补充了许多低薪服务工作人员的收入。

值得注意的是，小费主要惠及这些工作人员中的某些人，比如厨师和洗碗工，因此要确保所有员工都能获得公平的工资。一些餐厅禁止了小费并提高了价格，但这一无小费服务的趋势在很大程度上已经平息。

因此，为了在不提高价格的情况下增加员工工资，更多雇主正在屈服于小费金额不断上涨和小费通胀的诱惑。然而，许多顾客感到沮丧，因为他们觉得自己被要求付的小费金额过高，而且频率过高。而且，正如我们的研究所强调的，现在小费似乎更具强制性，更加吝啬，并且往往完全与服务质量脱节。

Text 2

【答案】B

【解析】文章第一段指出英国如今面临着不同的健康挑战，NHS 模式已经过时了。第二段又提到从预期寿命、癌症及婴儿死亡率来看，英国落后于很多同类国家，还有超680 万人在等待名单上，医疗对于那些没法选择自费进行私人治疗的人来说越来越难获取等情况，这都表明 NHS 很难满足人们当下的医疗需求了，B 选项符合文意。A 选项说受资金短缺困扰，文中未着重体现这一点；C 选项提到几乎留不住现有员工，文中只是说员工压力快到极限了，并非是留不住员工的意思；D 选项说受到私人医疗服务的竞争，重点并非是二者的竞争关系，而是 NHS 自身难以满足需求的问题，所以ACD 选项均不正确。

26. 【答案】C

【解析】文章提到应对健康和医疗危机的方法包括"需要更好地减少和转移对医疗服务的需求，而不是简单地管理它。需要在社区和初级医疗保健方面投入更多资金，以减少对医院的依赖"，所以增加初级医疗保健的资源是应对危机的方法之一，C 选项正确。A 选项文中未提及提高医院效率是应对危机的办法；B 选项减轻社会护理负担不是文中提及的应对危机的重点措施；D 选项减少社区压力也不是主要的应对危机的答案所指，所以 ABD 选项均错误。

27. 【答案】C

【解析】文中提到"Reimagining health"这个项目是为了呼吁对英国医疗的未来进行更开放和诚实的讨论，对现有的以医院为中心的模式进行"紧急反思"，这意味着要对医疗系统进行重新构建，C 选项符合文意。A 选项加强医院管理与文中要反思以医院为中心的模式不符；B 选项调整医疗保健规定不是这个项目的主要目的；D 选项恢复暂停的医疗改革在文中未提及，所以 ABD 选项均错误。

28. 【答案】B

【解析】文中提到"据估计，例如，医疗保健仅占健康成果的约 20%。更重要的是我们生活、工作和社交的场所——然而目前并没有明确的跨政府战略来改善这些健康的社会决定因素"，这表明作者认为要实现国民健康最大化，应该重视这些社会因素，B选项符合文意。A 选项提到引入相关税收政策，文中未提及这与国民健康最大化的关联；C 选项重新评估主要健康成果并非重点建议；D 选项提高医疗保健质量，文中强调社会因素更重要，并非着重说提高医疗保健质量，所以 ACD 选项均错误。

29. 【答案】C

【解析】文中提到"改革（Reform）想要探究我们的卫生系统中权力和资源应该如何分配。哪些卫生职能应该留在中心（机构），哪些应该交给地方领导人，他们（地方领导人）通常负责创造健康的服务，并且对他们所服务人群的需求有更好的理解"，可以推断出作者认为地方领导人在卫生系统中应该发挥更大的作用，C 选项正确。A 选项"更合理地行使权力"，文中没有提及权力行使是否合理的问题；B 选项"培养更强的责任感"，重点不是责任感的问题，而是地方领导人在卫生系统中的角色作用；D 选项"更好地理解人们的健康需求"，这只是地方领导人现有的优势，重点是他们应该在卫生系统中发挥更大作用，所以 ABD 选项不符合题意。

【全文翻译】

英国国家医疗服务体系（NHS）创立之时颇具远见，能提供高质量、及时的医疗服务，以满足其服务人群的主要需求。然而，近 75 年过去了，鉴于英国面临着截然不同的健康挑战，显然这一模式已然过时。

从预期寿命、癌症发病率到婴儿死亡率来看，我们（英国）落后于众多同等水平的国家。有超过 680 万人在候诊名单上，对于那些无力选择自费进行私人治疗的人而言，医疗服务正变得越来越难获取；而且提供医疗服务的成本正日益挤压我们在其他公共服务方面的投入。随着医疗保健需求的持续增长，本就濒临崩溃边缘的医护人员所面临的压力只会愈发严峻。

应对健康和医疗危机的诸多办法已是人们熟知的了。我们需要更善于减少和转移对医疗服务的需求，而不只是对其进行管理。需要在社区和初级医疗保健方面加大投入，以减少我们对医院的依赖。并且社会护理的服务能力也需要增强，从而为越来越多患有长期疾病的人群提供支持。

然而，尽管历经了二十年的诸多策略以及多次重大医疗改革，我们却未能在上述任何目标上取得实质性进展。正因如此，"改革"智库在十位前卫生部长的支持下，启动了一项名为"重塑健康"的新工作计划。我们共同呼吁就英国医疗的未来展开更加诚布公的讨论，并对我们现存的以医院为中心的模式进行"紧急反思"。

这必须从我们如何实现国民健康最大化这一问题入手，而不是仅仅去"修复"英国国家医疗服务体系。例如，据估计，医疗保健在健康成果中所占比例仅约 20%。更为重要的是我们生活、工作以及社交的场所——然而目前并没有明确的跨政府战略来改善这些影响健康的社会决定因素。更糟糕的是，当诸如国家肥胖防治策略之类的政策被废除时，纳税人就得承担治疗由此引发的诸如糖尿病等疾病的高昂费用。

"改革"智库想要探究我们的医疗系统中权力和资源应如何分配。哪些医疗职能应当保留在中央，哪些应当下放给地方领导人，地方领导人通常负责那些有助于创造健康的服务，而且他们对所服务人群的需求有着更深入的了解。

Text 3

30. 【答案】A

【解析】文章提到那格浦尔（Nagpur）的热行动计划（HAP）呼吁医院在夏天预留"冷病房"来治疗中暑患者，建议建筑商在酷热天气让建筑工人停工，这些措施都是针对炎热天气采取的应对办法，也就是为了应对极端天气（高温天气属于极端天气情况），A 选项符合文意。B 选项"确保建筑质量"，文中未涉及此方面内容；C 选项"监控紧急预警"并非这些措施的目的；D 选项"解决工作量过大问题"，让工人停工重点是应对高温天气，不是解决工作量问题，所以 BCD 选项均错误。

31. 【答案】B

【解析】文中提到现有热行动计划（HAPs）存在的问题，其中指出它们的触发阈值往往没有根据当地气候进行定制，在一些地区白天高温可作为警报触发条件，但在其他地方，夜间温度或湿度与白天高温一样是衡量风险的重要指标，这体现出其缺乏本地化的警报发布标准，B 选项符合文意。A 选项说实施成本太高，文中只是说缺乏足够资金，并非强调成本太高无法实施；C 选项提到对热浪反应迟缓，文中未体现这一点；D 选项说使医院压力大，不是所阐述的现有 HAPs 存在的问题，所以 ACD 选项均错误。

32. 【答案】A

【解析】文中提到孟买 4 月中暑死亡事件凸显了需要更细致且本地化的预警，那天约 36°C 的高温距离国家气象部门为沿海城市设定的热浪警报阈值只差 1°C，但热量的影响因湿度（在热警报系统中常被忽视的一个因素）以及上午晚些时候户外仪式处缺乏遮荫处而被放大了，这表明印度的热警报系统不能只看温度，还需要把像湿度等其他因素包含进去，A 选项符合文意。B 选项"考虑细微天气变化"表述不准确，重点是要纳入其他影响因素；C 选项"优先考虑潜在灾难性热浪"并非孟买案例所体现出的系统需要改进的方向；D 选项"获取地方当局进一步支持"与案例体现的问题不符，所以 BCD 选项均错误。

33. 【答案】B

【解析】文中提到城市规划师科塔卡尔（Kotharkar）表示，所有城市都应绘制脆弱性地图，以帮助将应对措施聚焦于风险最高的人群，像老年人口多或者应对高温能力差的非正规住所所在的街区等可以获得特别预警或配备降温中心，也就是脆弱性地图能帮助锁定那些需要特别关注的区域，B 选项符合文意。A 选项"防止高湿度的危害"，地图的作用并非在此；C 选项"扩大那格浦尔项目的覆盖范围"，文中未体现有此作用；D 选项"为中暑人群制定救援计划"也并非其主要作用体现，所以 ACD 选项均错误。

34. 【答案】D

【解析】文中提到研究人员表示热行动计划（HAPs）不应只包含短期应急响应，还应推荐能让社区变得更凉爽的中长期措施，比如在那格浦尔，相关团队能建议城市官员在哪里种树来提供阴凉，HAPs 还能指导房屋改造或修订建筑法规等工作，这说明HAPs 应该服务于更广泛的目的，发挥更多方面的作用，D 选项符合文意。A 选项"更关注中暑治疗"，与文中强调要涵盖更多中长期措施不符；B 选项"邀请更广泛的公众

参与"，文中未提及此内容；C 选项"申请更多政府拨款"也并非段落所体现的对 HAPs 的期望，所以 ABC 选项均错误。

【全文翻译】

在过去几年里，热行动计划（简称 HAPs）在印度日益增多。一般来说，热行动计划会详细说明官员应在何时以及如何发布高温预警，并向医院及其他机构发出警报。例如，那格浦尔的计划要求医院在夏季预留"凉爽病房"，用于救治中暑患者，还建议建筑商在酷热天气让建筑工人停工休息。

然而，根据政策研究中心的一份报告，现有热行动计划的实施情况并不均衡。该报告发现，许多热行动计划缺乏充足的资金支持。而且它们的触发阈值往往没有根据当地气候进行定制。在一些地区，仅白天的高温就足以触发警报。但在其他地方，夜间温度或湿度在衡量风险方面可能与白天的高温同样重要。

研究人员表示，孟买 4 月发生的中暑死亡事件凸显了出台更细致、更贴合当地情况的预警的必要性。那天的最高气温约为 36℃，比国家气象部门为沿海城市设定的热浪警报阈值低 1℃。但是，热量的影响因湿度（这是高温警报系统中常被忽视的一个因素）以及上午晚些时候户外仪式场地缺乏遮荫处而被放大了。

为助力改进热行动计划，城市规划师科塔卡尔的团队正在制定一个示范计划，该计划概述了最佳实践做法，且能够根据当地情况进行调整。她表示，除此之外，所有城市都应绘制一份脆弱性地图，以便将应对措施重点聚焦于风险最高的人群。

科塔卡尔说，这样的地图绘制并不需要很复杂。"通过考察几个关键参数，就能绘制出一份有用的地图。"例如，老年人口众多的街区，或是应对高温能力较差的非正规住所所在的街区，可以获得特别预警，或者配备降温中心。那格浦尔项目已经绘制出了一份风险与脆弱性地图，这使得科塔卡尔能够告知官员在今年夏天出现热浪时应重点关注哪些街区。

研究人员称，热行动计划不应只包含短期应急响应措施，还应推荐能够让社区变得更凉爽的中长期措施。例如在那格浦尔，科塔卡尔的团队已经能够就种树提供荫凉的选址问题向城市官员提供建议。热行动计划还可以指导房屋改造工作或修订建筑法规。气候研究人员钱德妮·辛格表示："减少紧急情况下的死亡人数是一个不错的目标，但这只是最低目标。"

Text 4

36.【答案】C

【解析】文章开篇指出欲望路径（desire paths）是社区的非官方足迹，展现了人们心照不宣的偏好、共有的捷径以及集体选择，而且提到这些路径会抄近路、穿过草坪、跨越山丘，意味着人们是为了更高效地从 A 点到达 B 点，这体现出人们是出于追求便利的倾向而形成了欲望路径，C 选项符合文意。A 选项"探索周边山丘的好奇心"，文中重点不是因好奇心，而是追求便捷；B 选项"保护绿地的必要性"与文意相悖，这

些路径是穿过绿地等抄近路的，并非为保护绿地；D 选项"在独处中寻找舒适的愿望"在文中未体现相关内容，所以 ABD 选项均错误。

37.【答案】D

【解析】文中提到俄亥俄州立大学允许学生自由穿行校园中心的草坪（也就是让学生自然形成欲望路径），然后还依据学生们形成的这些欲望路径进行铺设，打造出有效的路线网络，这表明该校认可欲望路径的价值，采取了积极对待欲望路径的做法，D 选项符合推断结果。A 选项"打算改善其欲望路径"，文中重点是依据已有的欲望路径去铺设，不是改善；B 选项"在欲望路径研究方面领先"，文中未体现该校在研究方面的领先地位；C 选项"引导欲望路径的形成"，是让学生自由穿行形成路径，并非引导，所以 ABC 选项均不符合题意。

38.【答案】A

【解析】文中提到有个专注于欲望路径现象的红迪网（Reddit）网页，上面展示了当地欲望路径的图片，这些路径上有指示牌要求行人遵循指定通道，这体现出一方面是人们自然形成的欲望路径，另一方面是要求按规定行走的指示，反映出对于欲望路径使用方面存在相互冲突的观点，A 选项符合文意。B 选项"呼吁升级公共空间设计"，文中未体现这一内容；C 选项"对合理规划欲望路径的需求"，重点不是需求规划，而是体现出不同立场的冲突；D 选项"对公共空间流失日益增长的担忧"，与图片所反映的内容不符，所以 BCD 选项均错误。

39.【答案】D

【解析】文中以威克夸斯吉克小径（Wickquasgeck Trail）为例，它原本是美洲原住民为快速穿越曼哈顿森林、往来于各个定居点之间而形成的欲望路径，后来被荷兰殖民者拓宽成为岛上主要贸易道路之一，后续又历经改名等变化，且提到在如今的纽约它还是与众不同地打破城市网格布局呈对角线穿过部分区域，这体现出这条曾经的欲望路径随着时间发展一直被沿用、重视等，说明了对欲望路径的认可，D 选项符合文意。A 选项"纽约市的发展"不是举例重点要说明的内容；B 选项"欲望路径的荷兰起源"，它最初是由美洲原住民创造的，并非荷兰起源；C 选项"城市规划的重要性"，例子主要围绕欲望路径本身的发展及被认可情况，并非强调城市规划重要性，所以 ABC 选项均不符合题意。

40.【答案】D

【解析】文段提到动物的欲望路径（像鸭子在结冰池塘开辟路径、狗在花园踩出直线路径）以及人类的欲望路径，说明无论是人类还是动物都会开辟这样的路径，展现出在这方面人类和动物有着共同的特性，D 选项符合文意。A 选项"揭示人类对自然的深深尊重"，文中未体现这层意思；B 选项"对人类的心理健康至关重要"，文段没有涉及对心理健康的作用；C 选项"是人类对动物行为的模仿"，文段重点是说二者都有这样开辟路径的情况，并非强调人类模仿动物，所以 ABC 选项均错误。

【全文翻译】

在我们城市的组织有序的人行道和公共空间之外，欲望小径是社区的非正式足迹，揭示了人们未说出口的偏好、共享的捷径和集体选择。这些通常表现为穿过原本整洁的绿色空间的被踩踏出的泥土小径，作为集体不服从行为的路线，它们拐弯抹角、穿过草坪、翻越山丘，展现了人类和动物从 A 点到 B 点最有效移动的天然能力。

城市规划者认为，欲望小径不仅仅是方便的捷径，它们还提供了关于规划与行为之间动态关系的宝贵见解。俄亥俄州立大学允许学生自由穿越位于校园中心的椭圆形草坪（Oval），然后按照学生们开辟出的欲望小径铺设道路，从而创造出一个由学生确定的有效路线网络。

然而，其他规划者仍然不愿将欲望小径纳入正式规划，他们担心安全问题、环境影响，或者主要是出于美观方面的考虑。一个拥有近 5 万名成员的 Reddit 网页专门探讨这一现象，上面展示了许多当地欲望小径的照片，这些小径旁边立着指示牌，要求行人遵守指定的步行道，这凸显了这些人为小径所固有的叛逆性质。这种冲突体现了公共空间有机、用户驱动式演变与对视觉上经过策划和控制的城市环境追求之间的持续斗争。

威克奎斯盖克小径（Wickquasgeck Trail）是欲望小径的一个历史实例，由美洲原住民开辟，用以穿越曼哈顿的森林，并在定居点之间快速移动。当荷兰殖民者到来时，这条小径被拓宽，成为岛上主要贸易道路之一，当时被称为绅士街（de Heere Straat）。在英国接管纽约后，这条街道被改名为百老汇大街。值得注意的是，百老汇大街是纽约市少数几个不受全市网格系统约束的地方之一，它斜穿城市的部分地区。

在网络空间，欲望小径引发了近乎痴迷的着迷，上述 Reddit 网页便是一个中心平台。网友们分享了各种故事，既有鲜为人知的新捷径，也有早已确立的替代路线。

动物欲望小径，如鸭子在结冰的池塘上踩出的小径，或狗在花园中开辟的直线路径，突显了这些小径在人类和动物经历中的适应性。欲望小径在物理和虚拟景观中纵横交错，证明了人们坚持开辟非传统路线、拥抱集体选择精神的坚定性。

Part B
41.【答案】F
【解析】这段主要讲述了伟大的想法需要被推销和倡导，你需要为你的计划辩护并推销其优点，还要准备好以不同的方式向不同的受众解释你的创新。因此，选择"Be a salesman"（成为一名推销员）作为小标题最为贴切。

42.【答案】C
【解析】这段提到有时候需要首先去找上司商量，但其他时候在同事或其他利益相关者中组建联盟也很有用。这实际上是在讲述如何选择合适的沟通渠道来推动你的想法。因此，"Use channels"（使用渠道）是一个合适的小标题。

43.【答案】G
【解析】这段主要讨论了当想法的提出者被视为爱争辩、有防御性或思想封闭时，会阻碍获得支持。因此，建议如果人们不同意你的观点，不要愤慨，而是要倾听他们的

担忧，尝试理解他们的立场。这体现了谦逊和开放的态度，所以选择"Be humble"（保持谦逊）作为小标题。

44.【答案】B

【解析】这段强调了新想法是旧想法的延续，不要为了突出你的改进而贬低旧的解决方案。要记得旧的系统在当时是一个很好的想法，并欣赏过去的贡献。这实际上是在呼吁尊重历史，因此"Respect the past"（尊重过去）是一个合适的小标题。

45.【答案】A

【解析】这段主要讲述了在推销新想法时，要使用丰富的语言而不是匮乏的语言，要谈论什么是正确的、可修复的或理想的，而不是总是说什么是错的、坏的或不够好的。这体现了要保持积极乐观的态度，因此"Stay positive"（保持积极）是一个合适的小标题。

【全文翻译】

五步提出工作变革建议，确保被认真对待

每个人都想成为那样的人——面对同样的信息，却能发现新颖、创新的解决方案。然而，仅仅有一个好主意是不够的。如何分享这个建议与建议本身同样重要。

为什么呢？因为无论是从字面还是比喻意义上来说，编写一个新的剧本（即提出新的建议）都意味着其他团队成员必须适应新的东西。所以，无论你是在提议一个（看似）温和的改变，比如精简过时的流程，还是一个更大的改变，比如每天增加一小时工作时间以便周五能早点下班，你都在要求他人重新构想他们的工作流程或时间表。更不用说，如果你废弃的流程是其他人提出的，那么可能会伤害到他们的感情。

为了获得对创新想法的支持，请遵循以下步骤：

41. 做一名推销员

伟大的想法不是孤立存在的。换句话说，你不能只提一次建议就指望它被采纳。要想看到改变，你需要为你的计划摇旗呐喊，推销它的优点。此外，你需要愿意接受审查和批评，并准备以不同的方式向不同的受众解释你的创新。

42. 使用渠道

有时先找上司商量是明智之举。但其他时候，在同事或其他利益相关者中组建联盟也很有用。当这个方法奏效时，效果会非常好——因为你已经准备好了应对固执上司的反驳，比如用"实际上，我已经和技术部门的几个人联系过，讨论了这种网站更新需要多少时间，他们表示有这个能力"这样的回答。

43. 保持谦虚

获得支持的最大障碍之一，是想法的提出者被视为爱争辩、有防御性或思想封闭。因为说实话，没有人喜欢自以为是的人。所以，如果有人不同意你的观点，不要愤慨。相反，要充分倾听他们的担忧，尝试理解他们的立场，并在未来的讨论中纳入他们的担忧（以及可能的解决方案）。

因此，与其说"玛莎，我们当前的口号很让人困惑，应该更新一下"，你不妨试试这样说："玛莎提出了一个很好的观点，我们当前的口号对我们的利益相关者有着悠久的

历史意义，但我在想，我们是否能在此基础上进行头脑风暴，想出一个既能传承历史又能让新客户更清晰的标语。"

44. 欣赏过去

新想法是旧想法的孙子辈。换句话说，不要为了突出你的改进而贬低旧的解决方案。要记住，无论旧系统解决了什么问题——或者最近未能解决什么问题——在当时它都是一个很好的想法。在提出未来的创新时，欣赏过去的贡献有助于增强你的想法的可信度。

45. 保持积极

在推销一个新想法时，使用丰富的语言而不是匮乏的语言很重要。不要总说什么是错的、坏的或不够好的，而要谈论什么是正确的、可修复的或理想的。例如，试着说"我能看到这种新方法有很多应用"而不是"这种创新是唯一的方法"。保持乐观但现实，你就会脱颖而出。

Section III Translation

【参考译文】

你知道那一刻——对话慢了下来，然后出现了停顿。这很尴尬，尴尬到有些人会惊慌失措，说出任何话来。我们所有人都觉得这样的沉默如此有压力吗？

研究人员分析了对话中超过 2 秒的停顿的频率和影响，包括对先前研究的概述，这些研究表明对尴尬沉默的恐惧可能非常强烈，以至于人们避免与陌生人交谈，尽管这样做很可能会是一次愉快的体验。

在对话中，短暂的停顿让人感觉与对话伙伴更加亲近。但当进入长时间的停顿时，这种连接感会显著下降。陌生人之间的长时间停顿可能会由话题的转变而改变。

但对于朋友之间的对话来说，情况似乎正好相反。在朋友之间，长时间的停顿反而增加了连接感。在朋友之间，更长的停顿似乎提供了自然的反思和表达时刻。

Section IV Writing

Part A

【参考范文】

Dear John,

I hope this email finds you well. It is my great honor to tell you that there will be a short play, and this email is for the purpose of inviting you to participate in it.

To begin with, the short play is scheduled to start at 19:00 on June 20 in the Center of Students' Activities and lasts for approximately two hours. In addition, this play is characterized by a variety of interesting activities, including singing, dancing, a Chinese novel introduction. To conclude, it is advisable for you to attend this activity, which will bring you opportunities to learn about a novel and make friends.

I am looking forward to your participation, and if you have any questions, please do not hesitate to contact me.

<div align="right">
Yours,
Li Ming
</div>

Part B
【参考范文】

    The bar chart presents a survey on the main leisure activities of the elderly in the community. Astonishingly, 90.8% of the elderly choose to watch TV, followed by walking at 68.3%. Flower cultivation, reading and chess playing occupy relatively smaller shares, accounting for 34.7%, 31.8% and 18.4% respectively.

    There are several reasons for the distribution of the elderly's leisure activities. In the first place, it is not difficult to notice that watching TV is highly favored as it provides a great variety of entertainment and information, which can be easily accessed at home. In addition, one more point that cannot be overlooked is that walking is a simple and effective way to keep fit and suitable for most elderly people. Last but not least, we have to admit that chess playing, though less common, can stimulate their minds and offer an opportunity for social interaction.

    In conclusion, currently, watching TV dominates the leisure time of the elderly. However, with the promotion of healthy lifestyles and cultural activities, it is predicted that more diverse and active leisure pursuits like group fitness and community cultural exchanges will gradually gain popularity among the elderly in the future.