

2020年度 明治大学

【経営学部】



解答時間 70分

配点 150点

英 語 問 題

はじめに、これを読みなさい。

1. この問題用紙は21ページある。ただし、白紙はページ数に含まない。
2. 解答用紙に印刷されている受験番号が正しいかどうか、受験票と照合して確認すること。
3. 監督者の指示にしたがい、解答用紙の氏名欄に氏名を記入すること。
4. 解答は、すべて解答用紙の所定欄にマークするか、または記入すること。所定欄以外のところには何も記入しないこと。解答欄は裏面にもある。
5. 問題が指示する数より多くマークしないこと。
6. 解答は、必ず鉛筆またはシャープペンシル(いずれもHB・黒)で記入すること。
7. 訂正する場合は、消しゴムできれいに消し、消しくずを残さないこと。
8. 解答用紙は、絶対に汚したり折り曲げたりしないこと。
9. 解答用紙は持ち帰らず、必ず提出すること。
10. 問題冊子は、必ず持ち帰ること。
11. 試験時間は70分である。
12. マークシート記入例

良い例	悪い例
	



I 次の英文を読んで設問に答えよ。

How bike-sharing conquered the world

The first bicycles were freed on July 28th, 1965. On the previous night, Provo, a Dutch revolutionary group, had put up posters declaring the end of motorised transportation. Two members started painting three black bicycles white. "The white bicycle is the first free communal transport," their poster declared. Once painted, the bikes would simply be left on the street; to make them free for all to use and never locked. That was a problem. After they were let loose on the streets, the white bikes were taken away by the police. The regulation at that time required bikes to have locks. Ownership was not optional.

Half a century later, the streets of Beijing are full of bikes which are not white, but some striking colours such as the yellow ones belonging to the bike-sharing company Ofo, or the orange and silver bikes of their competitor Mobike. These bikes are not public, but private, and they are equipped with clever locks. But they are still, in their way, taking forward Provo's dream.

If you have the right app, you just point your phone's camera at the QR code printed on the bike you want to use. The system unlocks it, gives you a half-hour ride and charges you a small fee. That's easy enough for most people; most trips on such bikes in Beijing are very short. When you are through, just leave it. Soon enough another user will ride it away.

Such bike-sharing also reflects other changes in the world today. In more and more areas of life, the convenient access provided by digital systems is taking the place of the assured use once offered by personal _____^(A). Streaming beats records; the cloud beats the hard disk; credit beats cash.

Bicycle thieves

For much of the 20th century, owning your first bicycle was part of growing

up. Before smartphones, that bike was typically both the most valuable and most liberating piece of property a child might own. It was also a particularly vulnerable one.

A recent study in Montréal found that half of all cyclists have had bicycles stolen. Bicycle thefts are particularly troublesome to owners because they provide the thief with a means of getaway and are typically discovered exactly when the bike is needed. Some lose interest in cycling altogether. According to the Montréal study, 7% of _____ never replace their bikes. Such thefts are not just losses; they can become temptations. In Vittorio De Sica's classic film, *Bicycle Thieves* (1948), the bike that a working-class man depends on for his income is stolen. In a moment of weakness, he tries to steal another bike, and is humiliated in front of his son.

One of the fundamental attractions of shared bikes is that they break such chains of theft and temptation. There will always be a bike when you need it, regardless: no property, no theft. That was the insight which, in 1989, led Ole Wessung to reinvent Provo's idea. Standing in front of the empty space on a Copenhagen pavement where his bike should have been, he found himself considering taking someone else's cycle to replace it. It was the fifth bike he had had stolen in three months. Instead, he reflected on his experience and this led him to start the "Bycyklen" scheme in 1995.

Bycyklen was a success as bike thefts fell from 27,000 in 1989, when Mr Wessung came up with his plan, to just under 18,000 in 1997, two years after the scheme got going. Its success had three crucial elements. The first was official involvement. Bycyklen had the _____ of the City of Copenhagen and the ministries of tourism, environment, and culture as well. Second, Bycyklen attracted corporate sponsors, including Coca-Cola and the Danish Girl Scouts, to advertise on the bikes. Last, and perhaps most important, the bikes were specifically designed to be less tempting to thieves. Their parts would not fit on a standard bike. They were also rather ugly.

This success inspired a handful of similar efforts in Portland, Oregon and other cities in the US, but many were failures. Then in 2007, Bertrand Delanoë, the mayor of Paris, started Vélib. Mr Delanoë did not just want to convert existing bike owners _____ bike sharers; he wanted more people cycling. Paris had added 261 km of bike lanes between 2001 and 2007. Mr Delanoë had also learned from Copenhagen. Instead of spending city money, the mayor offered advertising spaces to JCDecaux, and also to another advertising company which had experience with a smaller scheme in Lyon, if it would operate Vélib. Unlike Copenhagen's, the system was not free; but it was cheap, and credit cards and electronic docking stands* made it convenient. New sensors on the bikes made them easier to track and helped identify patterns of use.

This did not stop 3,000 bikes being stolen in the first year but citizens and tourists took some 27.5 million rides _____ the same period. Cities around the world decided the time had come for the idea. In the 12 years before Vélib, some 75 bike-share schemes were set up. In the ten years since, nearly 1,600 have appeared, according to a database maintained by Russell Meddin of bikesharingmap.com.

この成功にもかかわらず、バイクシェアは、プロボが願っていたような自動車交通の終焉には、ほとんど効果がなかった。 Bike-sharing rides typically replace journeys made on foot or using public transport, not journeys in cars. Resources for the Future, a think tank, found that the system in Washington, DC has had only a “marginal impact” on congestion. Health benefits are hard to quantify, especially in smoggy cities like Beijing. However, in less-polluted cities the gains from exercise are larger than the risks from road accidents or air pollution, according to a study of Barcelona in *The British Medical Journal*.

Dockless bike-share schemes, also bring a new _____: bicycles so numerous that even theft cannot keep the streets clean of them. The things pile up in parks, courtyards, alleys, and any available open space, often left carelessly on top of each other, sometimes making it difficult for pedestrians to walk down a

street. At least seven major Chinese cities have stopped allowing any new shared bikes on their streets. And Amsterdam, as expected, has banned dockless bike-share altogether.

Back on the chain gang

Public bike-share systems have rarely been able to _____ all their costs but executives at both Ofo and Mobike insist that their smartphone-based dockless business models are profitable. Indeed, they could, in time, add to their revenues by using their bike networks to collect data, by tracking movements around the city. Digital companies already know a lot about online behaviour; bikes help them track off-line behaviour, too. Bike pick-up and drop-off data can show which shops and cafes are most popular and whether online advertisements have had any effect on off-line behaviour.

_____, some in the Netherlands still dream of making bikes ever freer — creating a system in which bikes are not owned by people, or cities, or by companies using them as data-sources, but by themselves. Marcel Schouwenaar, a Dutch designer, has a plan called Fairbike which gives bikes blockchains. Blockchains (used for digital currencies such as Bitcoin) keep secure records of actions and transactions. Mr Schouwenaar thinks that they could use blockchains to create self-managing fleets of bikes. Instead of you passing on your money to a bike-share corporation, the bikes would keep it. The collected funds would then be used for repair costs and to buy new bikes. The repair jobs and new bike orders would be assigned _____ a lottery basis to registered bike shops. Theft would be technically impossible because a stolen bike would still own itself.

Mr Schouwenaar hopes to begin Fairbike next summer in Rotterdam, friendlier to such schemes than Amsterdam. But he respects the idea's heritage. "We try to get very close to the original Provo bikes in Amsterdam," he says. The idea is to bring together the idealism and _____ approach of the Dutch revolutionaries and the technological advances of the Chinese bike-share

companies. Bicycles of the world: unite! You have everything to gain from your blockchains!

*docking stands: 自転車駐輪スタンド

Adapted from “How bike-sharing conquered the world” in *The Economist*, December 19, 2017.

1 次の各問の答えを①～④の中から選び、その番号をマークせよ。なお、(K)については、その指示に従って答えること。

(A)の空欄に入れるべき最も適当なものは次のどれか。

- ① freedom
- ② responsibility
- ③ ownership
- ④ relationships

(B)の空欄に入れるべき最も適当なものは次のどれか。

- ① victims
- ② voters
- ③ vendors
- ④ vandals

(C)の空欄に入れるべき最も適当なものは次のどれか。

- ① population
- ② flexibility
- ③ criticism
- ④ support

(D)の空欄に入れるべき最も適切なものは次のどれか。

- ① about
- ② of
- ③ into
- ④ around

(E)の空欄に入れるべき最も適切なものは次のどれか。

- ① over
- ② under
- ③ into
- ④ against

(F)の空欄に入れるべき最も適切なものは次のどれか。

- ① benefit
- ② problem
- ③ decrease
- ④ profit

(G)の空欄に入れるべき最も適切なものは次のどれか。

- ① move
- ② cover
- ③ spend
- ④ increase

(H)の空欄に入れるべき最も適切なものは次のどれか。

- ① Unfortunately
- ② Obviously
- ③ Consequently
- ④ Even so

(I)の空欄に入れるべき最も適切なものは次のどれか。

- ① for
- ② in
- ③ on
- ④ to

(J)の空欄に入れるべき最も適切なものは次のどれか。

- ① top-down
- ② bottom-up
- ③ bottom-down
- ④ top-up

(K) 下線部「この成功にもかかわらず、バイクシェアは、プロボが願っていたよ
^(K)
うな自動車交通の終焉には、ほとんど効果がなかった。」を英訳すると、たとえ
ば次のような英文になる。

For (1) this (2) , bike-sharing has done little towards
 (3) motorised transportation, (4) Provo had (5) .

上記の英文には空所が5つある。適切な語で空所を補うこと。ただし、次の
[]内の単語は、必ず1度ずつ使い、かつ必要な場合には形を変化させて
使うこと。なお、解答は解答用紙の(1)~(5)の場所に1語ずつ記入すること。
[hope, end, all]

2 本文の内容に照らし、次の各問の答えを①～④の中から選び、その番号をマークせよ。

(L) What is the main argument of this passage?

- ① Painting bicycles is the best way to start bike-sharing.
- ② The most successful bike-share schemes are in China.
- ③ Public bike-share schemes are better than private ones.
- ④ Provo's dream is reflected in the spread of bike-share schemes.

(M) What does "they break such chains of theft and temptation" in Paragraph 7 imply about bike-share schemes?

- ① They can use high-tech locks instead of chain locks.
- ② The stronger chains on shared bikes discourage thieves from trying to break them.
- ③ The availability of shared bikes decreases the likelihood of having a bike stolen or wanting to steal one.
- ④ Shared bikes use broken chains so that thieves will not find them attractive and not be tempted to steal them.

(N) What was NOT given as a reason for the success of the Bycycklen scheme?

- ① The bikes used unique parts that would not fit easily on other bikes.
- ② The scheme had support from local and national government.
- ③ The bikes featured commercial advertisements.
- ④ The bikes were visually attractive.

- (O) Why was the Vélib bike-share scheme, in Paris, considered a success?
- ① Because stolen bikes were reduced to 3,000 in the first year.
 - ② Because there were over 27 million uses of the bikes in one year.
 - ③ Because it attracted more advertising than a smaller scheme in Lyon.
 - ④ Because the system did not involve any payment.
- (P) What is the potential advantage of blockchains for bike-share schemes?
- ① They could enable a non-profit bike-share scheme that runs itself.
 - ② They could earn Bitcoin for the schemes whenever people use the bikes.
 - ③ They would discourage theft because the thief would be caught immediately.
 - ④ They would make bike repair more fun because registered bike shops would award lottery prizes.

(以下の問題Ⅱ, Ⅲ, Ⅳについては, 解答用紙の裏面にマークすること。)

Ⅱ 次の英文を読んで設問に答えよ。

Workers are losing their chains

Workers are in a phase of extreme mobility. The proportion of Americans leaving their jobs voluntarily is ^(A)_____ a 17-year high. A survey by Gallup in 2017 found that around half of American employees were hoping to leave their current job.

Part of the reason for Americans wanting to leave their jobs is due to cyclical employment trends. The unemployment rate is 3.9%, close to its lowest level in the past 50 years. Workers ^(B)_____ think that it will be easy to find a new job. But there is also a structural problem in some industries. The hospitality sector, for example, is largely staffed by low-paid, low-skilled young people. In Britain, the industry's annual job turnover is as high as 90%, says Polina Montano, co-founder of Job Today, an app that links employers with potential workers.

It is tempting to blame this restlessness on millennials—people who reached adulthood after 2000 and who are sometimes ^(C)_____. Another Gallup survey, this one in 2016, found that 21% of American millennials had changed jobs within the previous 12 months. But in fact workers aged 25 to 34 have always worked for the shortest average length of time—around three years. The low for this measure, at 2.6 years, was reached back in 2000, when the first millennials were starting college.

High turnover is not great news for employers. Nick South of the Boston Consulting Group says a certain amount of movement is good for bringing fresh blood into a company. But anything over 20% a year can be ^(D)_____. Even in low-skilled jobs, replacing workers can be expensive. The post must be advertised; managers spend time interviewing; new workers take a while to learn the ropes.

The costs are particularly large for high-skilled workers. A survey in 2016 by Deloitte, a consultancy, suggested that a combination of hiring costs and lost productivity added up to \$121,000 per departing employee. Figures from the second quarter of 2018 showed that employee turnover in the American software sector was _____ at an annual rate of 24%, with two-thirds of those workers leaving voluntarily. That must be a problem given the difficulties in recruitment. A survey in 2018 by Manpower found that global talent shortages were at their highest since the employment agency began collecting the statistics in 2006. Two-thirds of large organisations said they could not find workers with the right skills.

So how can companies hang on to their staff? An obvious answer would be to pay more than the competition. Despite low unemployment, overall wage growth has not risen much in America, perhaps because many discouraged low-skilled workers have been rejoining the labour force. Given the shortage of high-skilled workers, those employees ought to be in a strong negotiating position, but even among them there is little sign of growth in compensation.

Another approach is to convince employees that the company has a positive social impact. The idea that a business can help a community wider than just shareholders and customers has been called "inclusive growth". It may just sound like "a feel-good phrase", but according to a new survey by Deloitte, 38% of businesses have found that inclusive-growth initiatives boost employee engagement, encourage them to stay and bring more talent in.

Technology can also help managers to spot particular individuals who might be planning to quit, and to head off the problem with some well-chosen words of encouragement or improved benefits. Some Silicon Valley firms are looking into this approach. One academic paper looked at the language people used when communicating with colleagues, and how closely they followed the linguistic style of their organisations.

The survey looked at over 10 million emails exchanged over five years at an American tech firm. It found that new employees who were slow to learn the

corporate jargon were more likely to get fired, and that long-lasting employees who moved away from the culture in their messages were more likely to quit their job. But this raises the unhappy prospect of managers using artificial intelligence to check employees' emails. Instead, to make an old-fashioned suggestion, managers could just stop by their employees' desks for a chat.

Adapted from "Workers are losing their chains" in *The Economist*, September 22, 2018.

1 次の各問の答えを①～④の中から選び、その番号をマークせよ。なお、(C)については、その指示に従って答えること。

(A) 空欄に入れるべき最も適切なものは次のどれか。

- ① at
- ② in
- ③ of
- ④ for

(B) 空欄に入れるべき最も適切なものは次のどれか。

- ① rightly
- ② wrongly
- ③ fortunately
- ④ accidentally

(C)の空欄に入れるべき語群が次にそれぞれ示されている。それらを最も適切な順に並べよ。そしてその2番目と4番目にくる番号の組み合わせを①～④の中から選び、その番号をマークせよ。ただし左側が2番目、右側が4番目の番号とする。

- | | | |
|-----------------|----------------|----------------------|
| 1 their careers | 2 being less | 3 than their seniors |
| 4 portrayed as | 5 committed to | |

- ① 3 - 4
- ② 2 - 1
- ③ 1 - 3
- ④ 2 - 5

(D) 空欄に入れるべき最も適切なものは次のどれか。

- ① problematic
- ② beneficial
- ③ predictable
- ④ structural

(E) 空欄に入れるべき最も適切なものは次のどれか。

- ① moving
- ② running
- ③ cycling
- ④ walking

2 本文の内容に照らし、次の各問の答えを①～④の中から選び、その番号をマークせよ。

(F) What does “cyclical employment trends” in Paragraph 2 mean?

- ① The rate of employment follows a cycle which goes up and down over time.
- ② Americans move more when unemployment levels are low.
- ③ There is a job cycle where the lower the pay is, the lower the skill is, and the lower the job turnover rate becomes.
- ④ Americans typically leave their jobs voluntarily every 17 years creating cyclical employment patterns.

(G) According to the passage, what is true about working patterns?

- ① Millennials change jobs more frequently than the previous generation did at their age.
- ② Twenty-one percent of American millennials have changed jobs every year since 2016.
- ③ The shortest average length of time at a job for millennials was 2.6 years.
- ④ Workers aged 25 to 34 generally have the shortest average length of time at a job.

(H) What does “take a while to learn the ropes” in Paragraph 4 imply?

- ① The workers do not want to be tied down.
- ② They need time to build connections with their coworkers.
- ③ They need to be strictly disciplined by their seniors at first.
- ④ Time is required to acquire the skills needed for the job.

(I) What does the writer mean by “there is little sign of growth in compensation” in Paragraph 6?

- ① Workers who lose their jobs are not given advice on how to claim compensation.
- ② There is no evidence that salaries are increasing.
- ③ There is a small sign that there will be a rush in compensation.
- ④ A deal to confirm increased compensation was signed conditionally.

(J) What would be an example of “inclusive growth” in Paragraph 7 as explained in this passage?

- ① a business introducing policies designed to improve the local environment
- ② a business providing its employees with data illustrating company profits
- ③ conducting surveys to learn whether or not the employees approve of the company activities
- ④ linking wage rises to company profits so that employees share the benefits of company growth

Ⅲ 以下の空欄に入れるべき最も適切なものは次のどれか。

(A) I have so much work to do! I just don't know if I'll be able to get

_____ it all!

- ① by
- ② done
- ③ over
- ④ through

(B) Our company is currently considering _____ China.

- ① entering
- ② beginning
- ③ starting
- ④ participating

(C) Did you hear? They've _____ the meeting until next Thursday.

- ① positioned
- ② post-dated
- ③ postponed
- ④ proposed

(D) If they _____ things out properly before investing in the project, they wouldn't be in such trouble now.

- ① check
- ② checked
- ③ have checked
- ④ had checked

(E) Dear Sir/Madam:

I am writing to _____ as to whether your company currently has any internships available.

- ① acquire
- ② conspire
- ③ inquire
- ④ require

(F) Make sure you have receipts for all your _____.

- ① cost
- ② expenses
- ③ money
- ④ offers

(G) Ms. Rodriguez will be down in a minute. Please have a _____ over here.

- ① moment
- ② seat
- ③ time
- ④ wait

(H) She declined the promotion and instead accepted _____ with another firm.

- ① an offer
- ② an employer
- ③ a selection
- ④ a suggestion

(I) The company was caught _____ corners on production and had to pay a big fine.

- ① crossing
- ② cutting
- ③ folding
- ④ picking

(J) The plans _____ before we can move forward.

- ① approved
- ② had been approved
- ③ have to be approved
- ④ were approved

(K) I'm _____ concerned about our costs. We really need to cut costs.

- ① extreme
- ② lots
- ③ rather
- ④ some

(L) Ms. Jones, Mr. Garcia is joining our project group. Can you bring him up to _____ on what we've been doing so far?

- ① minute
- ② level
- ③ job
- ④ date

(M) I'm not convinced that _____ is the best way forward.

- ① how
- ② that
- ③ there
- ④ where

(N) A: I was surprised to hear that they've cancelled the Ladysmith project.

B: Yeah, I heard it was _____ to poor management.

- ① given
- ② decided
- ③ due
- ④ owed

(O) A: Did you hear the news?

B: No, what?

A: Hamilton _____ as head of Consumer Affairs.

- ① has been replaced
- ② be replaced
- ③ is replacing
- ④ replaced

IV 次の(A)~(E)の空欄に入れるものとして、①~⑧の中から適切なものを選んで、その番号をマークせよ。ただし、同じものを2度以上使ってはならない。

Yuki meets her friend, Mehtu, an exchange student from Malaysia, who Yuki first met when they were both in their first year at the university.

Yuki: Hi, Mehtu. So good to see you!

Mehtu: You too, Yuki!

Yuki: And thanks so much for making time to see me on _____.

Mehtu: I'm happy to help!

Yuki: We haven't had a chance to really talk recently. How are things?

Mehtu: Pretty good. But I've got to _____ about staying and working in Japan after graduation, or going back home.

Yuki: Which way are you leaning?

Mehtu: To be honest, I keep _____ about it! There's so much I like about living in Japan but it's also true that there are a lot of business opportunities at home at the moment.

Yuki: Oh, I hope you stay! I'll totally miss you if you go!

Mehtu: Thanks, Yuki! How about you? How have you been?

Yuki: Oh, you know, _____. And, of course, like you, looking for a job!

Mehtu: Last time we talked, you were also thinking of grad school.

Yuki: Yeah, I was but ... you know, it's a lot of study.

Mehtu: Yeah, I know what you mean.

Yuki: Anyway, I know you don't have much time today so let me just get _____.

Mehtu: (E) Sure.

Yuki: Well, I've got a friend, Hana, and she's going to Malaysia for the summer and asked me to join her.

Mehtu: Oh, fantastic!

Yuki: Yeah, anyway, so I was wondering if we might be able to visit you there?

Mehtu: Oh, of course, that would be great. I'd better go back to Malaysia at least for the summer.

- ① try as I might
- ② going back and forth
- ③ straight to the point
- ④ the usual
- ⑤ do it on the double
- ⑥ backing out of the deal
- ⑦ such short notice
- ⑧ make up my mind



