

英語問題

はじめに、これを読みなさい。

1. この問題用紙は 20 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。

The tyranny of the long term

In the management world these days, long-termism is 'in', and short-termism is 'out'. *The Harvard Business Review* constantly warns against the evils of short-termism. Bosses of top companies give off-the-record briefings to journalists complaining about shareholders'* inability to see beyond the ends of their noses. In Europe, long-termism means that businesses will prosper by following the long-term interests of all their 'stakeholders', which include workers and suppliers as well as shareholders. More recently, firms have found that they can enjoy continued growth if they favour the interests of long-term shareholders over shareholders who have stock for only brief periods.

These criticisms of short-termism are more than talk. Policymakers are making plans to give long-term investors more shares, more voting power or tax (A)_____. France already has a rule that gives extra voting rights to long-term shareholders; and the European Commission is considering something similar. The Delaware Supreme Court — which sets the tone of much American corporate law — has approved the idea that a firm's owners are those who have held its shares for a long time (though it has not said how long), rather than those who bought them recently.

It is easy to see why long-termism has become so fashionable. Repeated financial-market crises have encouraged people to view short-term traders as troublesome. Germany's relatively strong performance over the past decade seems to be a confirmation of its corporate virtues. But there is a danger in going too far.

Long-termism is no (B)_____ of success. In the 1980s, fans of Japan's economic model argued that it would pull ahead of America because its firms preferred slow agreement-building and could rely on their core shareholders, the banks, to stand by them for the long term. But between 1990 and 2013 the

American economy grew _____ 75% in real terms, whereas Japan's only managed 24%.
(C)

In 1994, Jim Collins and Jerry Porras, two management pundits**, published *Built to Last* which praised the virtues of long-termism. The book describes 18 companies whose shares had consistently performed well in the stockmarket over decades, mainly because they invested heavily in _____ things as research and training, and set goals that were also measured in decades, not quarters. But a follow-up study five years later discovered that only eight of the companies had kept on performing well in the market. Today many of the companies which Collins and Porras used as examples of the benefits of a long-term perspective are struggling. IBM is trying to survive, Motorola is a shadow of its former self and Procter & Gamble has been forced to bring back a retired boss, A.G. Lafley, to sort it out.
(D)

Long-termism can be an excuse for failing to take action. Nokia, a Finnish mobile-phone giant, left their failing boss, Olli-Pekka Kallasvuo, in place for four years despite growing protests from investors. By the time it replaced him in 2010 the company was damaged almost _____ repair. Short-term demands such as quarterly reporting schedules can force problems out in the open, the quicker to get them fixed. テスコ社の会計不祥事は、もし同社が数か月ごとに株主に最新の業績を知らせなくてもよかったのならば、いまだに知られていなかったかもしれない。
(E) (K)

More importantly, short-termism can allow 'creative destruction' to work its magic. The United States has been better than other countries at producing world-beating startup companies because it is better at shifting capital quickly to new opportunities when others fail.

Perhaps the strongest argument for rewarding long-term investors is that they think more about sustained growth, whereas short-term ones will sacrifice this for a _____ profit. This is true if companies do not trade in their own shares, says
(F) Jesse Fried of Harvard Law School. Fried's explanation is as follows: companies repurchase their shares when they think they are cheap, as a way of benefiting

their long-term holders at the expense of those who sell. As it happens, their timing is often poor. However, what is more important is that the cash they spend on repurchases could often have been used on expanding into new markets, or on research and development, to generate long-term growth.

All this is not to say that we should start to favour short term over long term. _____, it is an argument for balance. Long-termism and short-termism both have their virtues and _____ —and these depend on the situation. Long-termism works well in stable industries that reward gradual development. But it may lead to failure in such businesses as social media, where firms are constantly forced to abandon their plans and switch to a new strategy, in markets that can change in the blink of an eye.

Long-termism and short-termism can also work together. General Electric, often praised for its long-term perspective, is trying to run itself more like a startup business, to cut unnecessary expenditure. In recent years, activist investors have repeatedly bought shares in big firms, from Yahoo to Fortune Brands, and then called _____ major changes. Long-term institutional investors, seeing the merits of their arguments, have often followed their advice.

Making general statements about the strengths of long-termism and the weaknesses of short-termism gives journalists and business leaders the feeling that they are serious and intellectual. But it is a _____ way of analyzing wealth creation — and it is an even worse way of designing corporate policies.

Adapted from *The Economist*, 22 November 2014 (economist.com)

*shareholders 株主

**pundits 專門家

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) 空欄に入れるべき最も適切なものは次のどれか。

- ① innovations
- ② incentives
- ③ instructions
- ④ imitations

(B) 空欄に入れるべき最も適切なものは次のどれか。

- ① permission
- ② guarantee
- ③ certainty
- ④ compensation

(C) 空欄に入れるべき最も適切なものは次のどれか。

- ① by
- ② for
- ③ on
- ④ in

(D) 空欄に入れるべき最も適切なものは次のどれか。

- ① many
- ② few
- ③ such
- ④ little

(E) 空欄に入れるべき最も適切なものは次のどれか。

- ① beyond
- ② without
- ③ under
- ④ behind

(F) 空欄に入れるべき最も適切なものは次のどれか。

- ① slow
- ② long
- ③ quick
- ④ short

(G) 空欄に入れるべき最も適切なものは次のどれか。

- ① Consequently
- ② Likewise
- ③ Subsequently
- ④ Rather

(H) 空欄に入れるべき最も適切なものは次のどれか。

- ① victims
- ② victories
- ③ vices
- ④ vibes

(I) 空欄に入れるべき最も適切なものは次のどれか。

- ① up
- ② down
- ③ off
- ④ for

(J) 空欄に入れるべき最も適切なものは次のどれか。

- ① poor
- ② rich
- ③ big
- ④ small

(K) 下線部「テスコ社の会計不祥事は、もし同社が数か月ごとに株主に最新の業績を知らせなくてもよかったのならば、いまだに知られていなかったかもしれない。」を英訳すると、たとえば次のような英文になる。

Tesco's accounting scandal might still _____ (1) _____ (2) if the company _____ (3) _____ (4) have to update investors on its performance _____ (5) few months.

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度ずつ用いること。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。

[not, unknown, be]

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 The long term is more important than the short term.
- ② The short term is more important than the long term.
- ③ Neither the long term nor the short term is important.
- ④ Both the long term and the short term are important.

(M) According to Paragraph 2, 'the European Commission is considering something similar'. Which of the following would best describe this 'something similar'?

- ① providing shares to those with a long association with the company
- ② providing more voting power to investors who maintain shares longer
- ③ providing tax incentives to attract short-term shareholders
- ④ providing more shares, voting power and tax incentives to short-term shareholders

(N) What does the writer suggest about 'Japan's economic model'?

- ① It is a good example of the benefits of long-term planning and investment.
- ② It shows why America prefers slow agreement-building.
- ③ It shows that long-termism is not always economically successful.
- ④ It shows why it is important to rely on the banks as core shareholders.

(O) Which of the following is probably discussed in the book *Built to Last*?

- ① The success of IBM in the 1980s
- ② The failure of Motorola
- ③ The return of A.G. Lafley to Procter and Gamble
- ④ 18 companies who shared short-term interests

(P) According to the writer, what best describes Olli-Pekka Kallasvuo's performance at Nokia?

- ① He failed to take action against protestors.
- ② He brought success to the company within four years despite protests.
- ③ He demonstrated how to force problems into the open to get them fixed.
- ④ He was a poor boss for the company who should have been fired sooner.

(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。

The blind man

My secretary had left about a half hour before, and I was just getting ready to pack up for the day when the phone rang. It's Ruth, my secretary. She's in a panic. 'I've left an important package on my desk by mistake. It needs to be immediately delivered to the Blind Institute. It's only a few blocks away. Could you help me out?'

'You caught me at a good time; I was just walking out the door. Sure. I'll drop the package off for you.'

As I walked into the Blind Institute, a man ran toward me. 'Thank heaven you arrived. We must get started at once.' He pointed to an empty chair next to him and told me to sit down. Before I could say anything, I was sitting in a row of people who were all sighted. Directly facing us was a row of sightless men and women. A young blind man sat across from me. The man who had greeted me began giving us instructions.

'In a moment, I will ask those of you who are sightless to get to know the person seated across from you. When I say "begin", you will reach across and touch the person's hair. Then slowly explore the other parts of the face, head and neck. Listen to the person's breathing. Can you hear the heart beating? Take your time — and now, begin.'

I began to panic. I wanted out of this place. I don't allow anybody to touch me without my permission, let ^(A)_____ a man. He's touching my hair. God, this is uncomfortable. Now his hands are on my face; I'm sweating. He'll hear my heart beating and know I am panicking. Got to calm down, can't show him that I am not in control. I felt a sigh of relief when it was finally over.

‘Next,’ the young instructor continued, ‘the sighted people will have the same opportunity to discover the person seated across from them. Close your eyes. Reach across and begin to touch their head. Feel the texture of the hair. Ask yourself: What color is their hair? Who are they? What are their thoughts? What kind of dreams might they have?’

Before I could stop, I had my hand on the young man’s head seated across from me. His hair felt dry and coarse. I couldn’t remember the color of his hair. Hell, I never remember the color of anybody’s hair.

In fact, I’d never really looked at anyone. I just told people what to do. People were dispensable to me — I never really cared about them. My business was important, the deals I made were important. This touching, feeling and knowing other people was definitely not me.

I continued to touch the young man’s face. I felt myself crying inside. There was tenderness in my heart ^(B) _____ afraid. Soon I would be out of this building and never come back. ^(C)

Dreams? Did this young man across from me have dreams? Why should I care? He’s nothing to me. I’ve got two teenage kids — I don’t even know their dreams. Besides, all they ever think of is cars, sports and girls. We don’t talk much. I don’t think they like me. I don’t think I understand them. My wife — well, she does her thing and I do mine.

I’m sweating and breathing hard. The instructor tells us to stop. I put my hand down and sit back. ‘Now,’ he goes on, ‘this is the last part of the exercise. You will each have three minutes to share with each other the experience you had getting to know your partner. The sightless person will go first.’

My partner’s name was Henry. He told me that at first he felt ^(D) _____ because he didn’t think he was going to have a partner for the evening. He was glad I was able to make it on time. ‘I was impressed,’ he continued, ‘at the way you followed the instructions despite how resistant you were to them. Your heart is very lonely and very big. You want more love in your life but you don’t know

how to ask for it. I admire your willingness to discover the side of you that truly makes a difference. I know you wanted to rush out of the room, but you stayed. I felt the same way when I first came here. But now I am not afraid of who I am anymore. It's OK for me to cry or feel afraid. These are just normal emotions that I am learning to accept and appreciate.'

I looked across at this sightless Henry and cried openly. I couldn't speak. There was nothing to say. I had never experienced this amount of _____^(E) love and wisdom. The only thing I remember saying to Henry was, 'Your hair is brown and your eyes are light.' He was probably the first person in my life whose eyes I would never forget. I was the blind man; it was Henry who had the vision to see who he was.

It was time for the meeting to end. I picked up the envelope under my seat and brought it to the instructor. 'My secretary was supposed to drop this off to you earlier this evening. Sorry it got here late.'

The instructor smiled and took the package, saying, 'This is the first time I have run an evening like this. I'd been waiting for the instructions to arrive so I would know what to do. When they didn't, I just had to wing it. I didn't realize you weren't one of the regular volunteers. Please accept my apologies.'

Adapted from 'The Blind Man' by Helice Bridges in *Chicken Soup for the Soul at Work* edited by Jack Canfield et al. (2012)

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 lone
- ② alone
- ③ down
- ④ out

(B) was definitely not me の意味として最も近いものは次のどれか。

- ① was not really useful for me
- ② was unconsciously disguising myself
- ③ was something I would not do
- ④ was up to my standard

(C) 空欄に入れるべき語・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 番目とな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 and I felt 2 vulnerable 3 and
4 that 5 I had never felt before,

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

(D) 空欄に入れるべき最も適切なものは次のどれか。

- ① left in
- ② left out
- ③ left up
- ④ left down

(E) 空欄に入れるべき最も適切なものは次のどれか。

- ① unconditional
- ② uncontrolled
- ③ unconvinced
- ④ unconscious

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 did the 'important package' mentioned in Paragraph 1 probably contain?

- ① Some urgent information on treating blindness
- ② Some aids used by blind people to help them cope with their blindness
- ③ Some information about a business deal with the Blind Institute
- ④ Some instructions for an activity for both sighted and sightless people

(G) Which best summarizes the activity in which the writer participated at the Blind Institute?

- ① The writer touched Henry's head, and then let Henry touch his head. After this, they described the experience to each other.
- ② Henry touched the writer's head, and then the writer touched Henry's head. After this, they described the experience to each other.
- ③ Henry touched the writer's head, and then they took it in turns describing the experience to each other.
- ④ The writer touched Henry's head, and then they took it in turns describing the experience to each other.

(H) Which best describes Henry?

- ① He is a blind young man with brown hair.
- ② He is blind and nervous about being touched.
- ③ He is upset that the writer does not like him touching him.
- ④ He is the new instructor who guides the session.

(I) What does the writer mean when he says 'I was the blind man' in Paragraph 13?

- ① He felt that he understood Henry so well that he had become like him.
- ② He enjoyed his experience of communicating like a blind man through touch.
- ③ Despite having eyes, he had not really seen himself or looked at people around him.
- ④ By closing his eyes and touching Henry's head, he had learned what it was like to be blind.

(J) What does the instructor mean when he says 'I just had to wing it' in the final paragraph?

- ① I had to read the instructions fast.
- ② I had to make up what to do as I went along.
- ③ I had to fly in the face of our usual activities.
- ④ I had to do an activity using patients from the blind wing of the institute.

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) He wishes he _____ better-looking.

- ① is
- ② looks
- ③ becomes
- ④ were

(B) I went to London _____ his car.

- ① by
- ② in
- ③ on
- ④ with

(C) I don't want to buy it; _____ one thing, the price is too high.

- ① on
- ② in
- ③ for
- ④ to

(D) She earns her living _____ selling *The Big Issue*.

- ① by
- ② for
- ③ in
- ④ with

(E) Jim would have forgotten the appointment if his wife _____ him.

- ① hadn't reminded
- ② didn't remember
- ③ hadn't recalled
- ④ was not reminiscent of

(F) I hope the jury will be fair and that _____.

- ① honesty will be given
- ② honor will be retired
- ③ justice will be done
- ④ virtue will be forgiven

(G) _____ in terms of area, the village has quite a large population.

- ① Small as it is
- ② As it is small
- ③ It is as small
- ④ As if small

(H) I really admire Keiko. She acted with great courage and remained optimistic _____.

- ① in the face of such adversity
- ② despite her great success in the advertising industry
- ③ in the celebration of her happy wedding anniversary
- ④ in spite of her friends' generosity

(I) Andrew: I've got to _____. Bye.

Barbara: Leaving so soon?

- ① put off
- ② take off
- ③ come off
- ④ fall off

(J) Cecilia: Anna told me you didn't want me to be your partner in the dance competition.

David: Nothing could be _____ from the truth.

- ① far
- ② further
- ③ near
- ④ nearer

(K) John: What did you think of the performance?

Matt: Not quite _____ I thought it would be.

- ① good that
- ② as good as
- ③ better than
- ④ worse than

(L) He has a large collection of film DVDs, but seldom, _____, goes to the cinema.

- ① if any
- ② if anything
- ③ if ever
- ④ if only

(M) _____ five seconds of Susan's singing, the audience began to cheer and applaud.

- ① Within
- ② Without
- ③ Beside
- ④ Outside

(N) _____ baby birds imprint on their mothers, adult birds imprint on their chicks: during the critical period of nesting, parents will adopt chicks of a foreign species introduced into their nest, even though they would kill and eat a strange chick at other times.

- ① Just when
- ② Just about
- ③ Just because
- ④ Just as

(O) Mr. Johnson: That was a good performance, Amy. I think you're ready to play on stage next week.

Amy: Thanks, Mr. Johnson. I just hope I won't mess it up.

Mr. Johnson: What do you mean?

Amy: Well, whenever I am on stage, my hands get all sweaty and my stomach feels sick. My heart starts racing and I feel like I can't breathe. I feel I _____

Mr. Johnson: Don't worry! Stage fright is quite natural.

- ① could do well if only I didn't get so nervous.
- ② could do well because I didn't get nervous at all.
- ③ couldn't do well if I didn't get much nervous.
- ④ couldn't do well because I seldom got nervous.

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

Yurika is jogging around the Imperial Palace in Tokyo when she sees her friend Gertrude running towards her in the opposite direction.

Yurika: Gertrude!

Gertrude: Yurika! Wow, look at you! What are you wearing? I've never seen you looking so sporty.

Yurika: Thanks! You too. It looks like we have the same taste in sportswear. Cool! I am in training for the Tokyo Marathon. How about you?

Gertrude: _____
(A) Because I am also signed up for the Tokyo Marathon. Are you aiming for a podium or something?

Yurika: _____
(B) Did you know there are supposed to be some 35,500 runners altogether?

Gertrude: Yeah, that is a lot of people pounding the streets of Tokyo. But supposedly, almost ten times as many people apply so you have to be a lottery winner to even participate in the race. You and I should count ourselves as winners already!

Yurika: In that case, my whole family are lucky because we are all participating.

Gertrude: What? Your whole family are running? Are you all going to hold hands or something?

Yurika: _____
(C) We'll probably start off together but we tend to go at different speeds. Mum is the one who got us all into it. She is thin as a rake and runs like a rocket. She is just made for it. If you met her, the first thing you would think is she looks like a runner. She even has quite long legs for her height.

Gertrude: She sounds like a pro. Has she been a runner her whole life?

Yurika: No, no. Supposedly she hated sports at school but one of the mums at my kindergarten took her out jogging, and she took to it like a duck to water and has just gone from strength to strength, even winning a local fun run recently.

Gertrude: What a star! So you and your dad got into running through her?

Yurika: Yeah, she kind of brainwashed us about how healthy and relaxing it is. And she is right. Whatever else is going on in life, if I can get out for a run, even in the rain, the whole world looks better and I feel much healthier.

Gertrude: I know what you mean. This is because your brain releases endorphins and other chemicals that make you feel good when you run. By the way, I am surprised to hear that your dad can't run as fast as your mum.

Yurika: _____ Dad is not the competitive type. He plugs in his ear
(D) buds to listen to his music and gets into his own gentle rhythm. He doesn't go very fast but seems to be able to run forever. And there are times when Mum sprints off like a rabbit and after a few laps of the park she'll be exhausted and sit down on the park bench to recover. A couple of times she has done this and once even fell asleep only for Dad to come jogging past.

Gertrude: It sounds like the story of the rabbit and the tortoise.

Yurika: Yeah, well, we will see about that. I think my money is still on Mum for the big day.

Gertrude: So, I take it you are somewhere between Mum and Dad in terms of speed. Is that right?

Yurika: That's right. I'd kill myself if I tried to keep up with Mum but, as I said, Dad tends to crawl along at snail's pace so it doesn't feel like a proper run if I hang around with him. What about you? You look

like you have hardly broken a sweat today yet.

Gertrude: That's right. _____ You know — slow and steady wins the
(E)

Yurika: I'm not sure about that. How about a race to that tree?

Gertrude: OK, then. One, two, three... go!

- ① To be honest, he never really tries.
- ② Well, it's funny you should say that.
- ③ Ha! In my dreams!
- ④ I don't see your point.
- ⑤ I just hope it doesn't happen on the day.
- ⑥ I am planning to follow your dad's example.
- ⑦ I think you have a reasonable chance.
- ⑧ No, we won't run side by side.