



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。

Team Spirit

Teams have become the basic building-blocks of organisations and are as old as civilisation, of course: even Jesus had 12 co-workers. But a new report by Deloitte, "Global Human Capital Trends", based on a survey of more than 7,000 executives in over 130 countries, suggests that the fashion for teamwork has reached a new high. Almost half of those surveyed said their companies were either in the middle of restructuring or about to embark on it; and for the most part, restructuring meant putting more emphasis on teams.

Companies are organising employees into cross-disciplinary* teams that focus (A) _____ particular products, problems or customers. These teams are gaining more power to run their own affairs. They are also spending more time working with each other rather than reporting upwards. Deloitte argues that a new organisational form is on the rise: a network of teams is replacing the conventional hierarchy.

(B) _____ Technological innovation puts a premium on speed of change. John Chambers, chairman of Cisco, an electronics firm, says that "we compete against market changes, not competitors. Product transitions used to take five to seven years; now they take one or two." Digital technology also makes it easier for people to co-ordinate their activities without resorting to hierarchy. The (C) _____ "millennials"*** who will soon make up half the workforce in developed countries were reared from nursery school onwards to work in groups.

The fashion for teams is also spreading from the usual corporations — (D) _____ GE and IBM — to some more unusual ones. The Cleveland Clinic, a hospital operator, has reorganised its medical staff into teams that deal with particular treatment areas; consultants, nurses and others collaborate closely instead of being separated by speciality and rank. The US Army has gone the same way.

In his book, *Team of Teams*, General Stanley McChrystal describes how the army's hierarchical structure hindered its operations during the early stages of the Iraq war. His solution was to learn something from the enemy it was fighting: decentralise authority to self-organising teams.

Nevertheless, Leigh Thompson of Kellogg School of Management in Illinois warns that, "Teams are not always the _____ — teams may provide insight, creativity and knowledge in a way that a person working independently cannot; but teamwork may also lead to confusion, delay and poor decision-making." The late Richard Hackman of Harvard University once argued, "I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary ... But don't count on it."

Hackman (who died in 2013) noted that teams are slowed by problems of coordination and motivation that reduce the benefits of collaboration. Talented workers forced to work in teams may be undervalued and incompetent employees empowered. Groupthink may be unavoidable. Profound changes in the workforce are making teams trickier to manage. Teams work best if their members have a strong _____ culture. This is hard to achieve when, as is now the case in many big firms, a large proportion of staff are temporary contractors. As Amy Edmondson of Harvard points out, organisations increasingly use "team" as a verb rather than a noun: they form teams for specific purposes and then quickly break them up.

この研究から結論づけられる最小限のことは、会社はチームの運営をもっと熱心に考える必要があるということだ。 They need to _____ a belief in treating everyone equally: the most successful teams have leaders who set an overall direction and clamp down on chat and timewasting. They need to keep teams small and focused: giving in to pressure to be more "inclusive" is a guarantee of dysfunction. Jeff Bezos, Amazon's boss, says that "If I see more than two pizzas for lunch, the team is too big." They need to avoid groupthink: Hackman argues that the best teams contain people who think differently from the rest of the group

and voice their opinions. A new study of 12,000 workers in 17 countries by Steelcase, a furniture-maker which also does consulting, finds that the best way to ensure that employees are “engaged” is to give them more control over where and how they do their work — which may mean liberating them from ⁽¹⁾_____ everything in collaboration with others.

However, organisations need to learn something bigger than how to manage teams better: they need to be in the habit of asking themselves whether teams are the best tools for the job. Team-building skills are in short supply: Deloitte reports that only 12% of the executives they contacted feel they understand the way people work together in networks and only 21% feel confident in their ability to build cross-functional teams. Slackly-managed teams can become hotbeds of distraction — employees routinely complain that they can’t get their work ⁽¹⁾_____ because they are forced to spend too much time in meetings or compelled to work in noisy offices. Even in the age of open-plan offices and social networks, some work is best left to the individual.

Adapted from *The Economist*, 19 March 2016 (economist.com)

*cross-disciplinary 専門をまたがるような、学際的な

**millennials 1980年代から2000年前後に生まれた世代

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、(B)(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 on
- ② by
- ③ for
- ④ up

(B) 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1番目と3番目となる文字の組み合わせを①～④の中から選び、その番号をマークせよ。ただし左側が1番目、右側が3番目の文字とする。

The fashion _____ for both the modern marketplace and the expectations of employees.

- a . that the old way
- b . is driven by a sense
- c . is too rigid
- d . for teams
- e . of organising people

- ① b - d
- ② d - a
- ③ a - e
- ④ b - c

(C) they が指すものとして最も適切なものは次のどれか。

- ① market changes
- ② competitors
- ③ product transitions
- ④ seven years

(D) 空欄に入れるべき最も適切なものは次のどれか。

- ① and such
- ② such as
- ③ such that
- ④ such and such

(E) 空欄に入れるべき最も適切なものは次のどれか。

- ① reply
- ② response
- ③ answer
- ④ call

(F) count on に最も近い意味のものは次のどれか。

- ① put on
- ② rely on
- ③ get on
- ④ carry on

(G) 空欄に入れるべき最も適切なものは次のどれか。

- ① ordinary
- ② normal
- ③ usual
- ④ common

(H) 空欄に入れるべき最も適切なものは次のどれか。

- ① rid their minds of
- ② rid their minds off
- ③ get their minds rid
- ④ get rid their minds

(I) 空欄に入れるべき最も適切なものは次のどれか。

- ① must do
- ② must doing
- ③ having to do
- ④ having doing

(J) 空欄に入れるべき最も適切なものは次のどれか。

- ① do
- ② done
- ③ doing
- ④ did

(K) 下線部「この研究から結論づけられる最小限のことは、会社はチームの運営をもっと熱心に考える必要があるということだ。」を英訳すると、たとえば次のような英文になる。

The (1) that can be (2) from this (3) is that companies need (4) think harder about (5) teams.

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、必ず一度ずつ使い、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。

[conclude, least, manage, research]

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 Building teams is the most sensible way of organising people.
- ② Teams were common in older civilisations but not so much so today.
- ③ Companies think too hard about the best way to manage teams.
- ④ Companies should consider whether teams are the best way to organise people.

(M) According to Paragraph 2, people in teams are “spending more time working with each other rather than reporting upwards.” Which of the following would best explain the reason for this?

- ① They are already efficient at reporting upwards so they can spend less time on it.
- ② They are allowed to administer their own projects so do not need to report to management as often.
- ③ They work harder so their bosses prefer to have them report projects afterwards.
- ④ They are concerned that the team will be restructured if they report to the management the details of what they are doing.

(N) In Paragraph 4, what does the writer refer to by saying “the US Army has gone the same way”?

- ① The US Army has implemented a more hierarchical structure.
- ② The US Army followed the enemy’s practice of working in teams.
- ③ The US Army has focused more closely on separating people by speciality and rank.
- ④ The US Army has reorganised its medical staff into teams that deal with particular treatment areas.

(O) According to Richard Hackman, who is most likely to benefit from teamwork?

- ① management
- ② talented workers
- ③ incompetent employees
- ④ everyone

(P) What is the purpose of Jeff Bezos’s comment about “more than two pizzas for lunch”?

- ① He thinks too many people working together is bad.
- ② He is concerned about wasting company expenses on lunch meetings.
- ③ He is afraid that his employees will become unhealthy and overweight.
- ④ He believes that inefficient teams tend to order more food than they need.

(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。

For a Limited Time Only

Do you ever feel that as you get older, every year seems to go by more quickly? This speed only seems to be increasing, especially with social media. Every news feed, status update, and comment floods us with information about someone's success, their amazing holiday or the delicious food they've eaten. And it can sometimes feel like everyone else's lives are electronically flashing past your eyes, leaving you behind.

For some people, when they see all these experiences, they can feel a lot of pressure to ^(A)_____ the lives of others. They don't want to miss any opportunities to try unusual things or to make or save money. A person with a bad case of this anxiety is a person with FOMO — the Fear Of Missing Out. They tend to be worried that they will make the wrong decision or not have the latest gadget.

The pressure not to ^(B)_____ the latest thing is something I've noticed in Japan particularly. On a lot of food and drink packaging are four kanji: FOR A LIMITED TIME ONLY. And in many restaurants, I now notice another four kanji: LIMITED NUMBER AVAILABLE. It's a great way to get customers to buy these items, as we're often told to live life to its fullest and to grab every opportunity that we can, because we could die tomorrow.

I've developed a new perspective on this need never to miss an opportunity ever since an encounter with a pack of Nara deer. I wouldn't call it a near-death experience, but it was pretty frightening.

I had wandered away from my friends to take some photos, and as I was checking my shoe for deer droppings, I heard a bang and then ^(C)_____ sounded

like rolling thunder. I looked up to see a large herd of deer running directly towards me at full speed. I froze and thought: "Is this it? Is this how I'm going to die? Trampled by panicking Nara deer while checking my shoes for deer droppings? Not even killed by a predatory animal? Really?"

Thankfully, the deer were smarter than me and _____ at the last second. I didn't see my life, or anyone else's flash past my eyes. I only felt grateful that I had spent most of my day with friends. And it made me _____ — we never really miss out on anything, because life is already full of everything. So, instead of trying to look for something new, we should pay attention to what we can enjoy from something now. Yes, life is for a limited time only, but the ways to fill it? Well, those are unlimited.

Adapted from "For a Limited Time Only" by Samantha Loong, *The Japan Times ST*, 25 March 2016

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。

(A) 空欄に入れるべき最も適切なものは次のどれか。

- ① keep up with
- ② catch up to
- ③ make up for
- ④ live up at

(B) 空欄に入れるべき最も適切なものは次のどれか。

- ① go on with
- ② take granted for
- ③ take away from
- ④ miss out on

(C) 空欄に入れるべき最も適切なものは次のどれか。

- ① that
- ② which
- ③ how
- ④ what

(D) 空欄に入れるべき最も適切なものは次のどれか。

- ① turned away
- ② turned in
- ③ turned off
- ④ turned on

(E) 空欄に入れるべき最も適切なものは次のどれか。

- ① realise
- ② realising
- ③ realised
- ④ to realise

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) Which of the following best describes what happened to the writer?

- ① She took a holiday to Nara to grab an opportunity but almost killed some deer.
- ② Stepping into some deer droppings in Nara made some deer run directly at her.
- ③ Almost being hit by some deer made her understand that she wasn't missing out.
- ④ She realised that she didn't miss her friends after a large herd of deer ran towards her.

(G) In Paragraph 1, the writer suggests that "it can sometimes feel like everyone else's lives are electronically flashing past your eyes, leaving you behind." What does she imply is the cause of this?

- ① advertising that portrays images of amazing holidays and delicious food
- ② state news broadcasts about food and social status
- ③ lack of flash photography in electronic media
- ④ frequent updates on social media

(H) Which of the following is NOT given as an example of "FOMO — the Fear Of Missing Out"?

- ① worry about missing a chance to buy popular technological items
- ② worry about missing information to make the best decision
- ③ worry about missing an investment opportunity
- ④ worry about missing a chance for romance

(I) According to the writer, why do restaurants write "LIMITED NUMBER AVAILABLE" on their menus?

- ① Because they want customers to feel that this is their only chance to order these items
- ② Because they want customers to order other items on the menu rather than these items
- ③ So that they understand that few customers are likely to choose these items
- ④ So that customers will not be too disappointed if they sell out soon

(J) What is the purpose of the story about the Nara deer?

- ① To show that you can die in an unexpected way at any moment
- ② To warn you that you could be in danger if you get distracted by trivial things
- ③ To explain how the writer changed her attitude toward worrying about missing opportunities
- ④ To explain why it is so important to look constantly for something new to enjoy

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。なお、(G)については空欄
_____ a _____ と _____ b _____ に入れるべき最も適切な語の組み合わせを選びその番号
をマークせよ。

(A) I am writing this letter _____ behalf of Mr. Smith.

- ① for
- ② at
- ③ with
- ④ on

(B) Mr. Takeda will be _____ you in a minute. Would you like some
coffee or tea while you wait?

- ① on
- ② with
- ③ for
- ④ by

(C) Edinburgh is farther from London _____ Birmingham.

- ① so
- ② as
- ③ than
- ④ to

(D) _____ Cathy and Emily attended the rehearsal.

- ① Either
- ② Neither
- ③ Both
- ④ None

(E) If you hadn't said you were hungry, I _____ such a big meal.

- ① cook
- ② will cook
- ③ hadn't cooked
- ④ wouldn't have cooked

(F) Tom went to Rome on holiday eleven years ago, and he's lived there _____

- ① ever since
- ② never ever
- ③ ever been
- ④ from ever

(G) My mother was in hospital _____ a _____ five weeks _____ b _____ the summer.

- ① a . for b . during
- ② a . for b . for
- ③ a . during b . during
- ④ a . during b . for

(H) A: Please _____ me a line when you get there.

B: I sure will.

- ① drop
- ② pick
- ③ call
- ④ speak

(I) A: Can I get you something to drink?

B: No. Please don't _____.

- ① care
- ② hesitate
- ③ bother
- ④ trouble

(J) A: Would you like some help _____ the menu?

B: Oh, yes, please.

- ① for
- ② in
- ③ on
- ④ with

(K) A: Hello. Could I speak to Mr. Jones, please?

B: I'm afraid he's not _____ today. Can I take a message?

- ① on
- ② off
- ③ in
- ④ out

(L) A: Excuse me. Could you tell me how I can get to the ABC Hotel?

B: Just go down the street for three blocks and turn right. It'll be on your left. You can't _____ it.

- ① skip
- ② miss
- ③ fail
- ④ drop

(M) A: You haven't signed up for the weekend trip. So you aren't interested?

B: _____ I just want to stay home and relax this weekend.

- ① Yes, not really.
- ② No, not really.
- ③ Yes, I haven't.
- ④ No, I have.

(N) A: What are you doing here, sir?

B: I was _____ by the security guard to wait here, so that is what I am doing.

- ① said
- ② told
- ③ called
- ④ shown

(O) A: I am coming to New York next week. Could we set up a meeting?

B: Great. Are you available on Wednesday? I am free all day.

A: I'm afraid I can't _____ it then. I've got meetings all day.

- ① give
- ② help
- ③ hold
- ④ make

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。

Hana meets Boris, an exchange student from the UK, at Haneda Airport.

Boris: Hello. I am Boris Brown. Are you the person meeting me from Meiji University?

Hana: Oh, hi Boris. That's right. You saw my sign then. Welcome to Japan! I am so pleased to meet you. My name is Hana.

Boris: Thank you, Hana. I am really glad to be here and it's really nice to meet you too.

Hana: _____

Boris: ^(A) Yeah, not too bad. It was pretty long but I watched a couple of films and managed a quick nap before the plane landed. Am I the only one you're meeting today?

Hana: The only one, yes. To be honest, most of the students don't arrive until April as we are still on spring break.

Boris: Well, I noticed that the orientations don't start up until April. But I wanted to get here as soon as possible so I took the flight right after my last class on Friday. This way, I can get time to settle in and maybe do a little sightseeing.

Hana: ^(B) _____ That way you can get a short spring break in Japan.

Boris: Really? I kind of felt like I would lose the spring holiday as classes start up so soon. Normally, we wouldn't start back until late April.

Hana: Well, don't worry too much because we have a saying that goes, "University is the spring break of life."

Boris: Ha, ha. _____

Hana: ^(C) Yeah. We do still have to do some work, but compared to cramming to get into university and the long hours we will probably have to work

once we get a job, it is easy. How are things in the university in the UK?

Boris: I think saying university is a holiday would give the wrong impression because students do work hard and take it seriously, perhaps more so than high school. After all, most of us have to pay for it ourselves using student loans. That said, I think it is an important time to try out different things and really find out what interests you.

Hana: _____

Boris: ^(D) Exactly!

Hana: So what is it that interests you about Japan? Is it the "cool Japan" thing?

Boris: In a way, I suppose. Actually, I am not so interested in animation or Japanese food, but I find Japanese philosophy interesting.

Hana: Japanese philosophy? What do you mean by that?

Boris: Well, I used to do *judo* at school and I started reading about various martial arts. I particularly became interested in Zen because, although I don't really understand it, it seems like a way to happiness that has been lost in the West.

Hana: I see. So you came to Japan to learn how to be happy and discover the spring break of life?

Boris: _____
^(E) But one of my professors back in the UK once told me success without enjoyment is the worst kind of failure. So it may not be such a bad thing.

Hana: I see. Well, philosophy aside, we'd better succeed in getting on this train or we'll have a long wait for the next one!

- ① So you mean all the students can take it easy?
- ② Is that really so?
- ③ You are putting words into my mouth.
- ④ Did you have a good flight?
- ⑤ You're welcome.
- ⑥ And in your case that includes coming to Japan?
- ⑦ Great idea!
- ⑧ Can you explain that again?

