英語 I （選択）

次の文章に関して、空欄補充問題と読解問題の二つがあります。まず、[31]から[40]の空所を埋めるのに、文脈的に最も適切な語を 1 から 3 の中から選び、その番号を解答欄（31）から（40）にマークしなさい。次に、内容に関する[41]から[45]の設問には、1 から 4 の選択肢が付されています。そのうち、文章の内容からみて最も適切なものを選び、その番号を解答欄（41）から（45）にマークしなさい。

1　　　January is prime time for returns in the retail industry, the month where shoppers show up in droves to trade in an ill-fitting sweater from grandma or to unload the second and third *Frozen* dolls that showed up under the Christmas tree. This post-Christmas [31](1. ceremony　2. ritual　3. lineage) has always been costly for retailers, comprising a large share of the $284 billion in goods that were returned in 2014. But now it is [32](1. suitably　2. arguably　3. publicly) becoming more urgent for the industry to think carefully about return policies, as analysts say the rise of online shopping is bringing with it a [33](1. crest　2. plunge　3. surge) in returns.

2　　　The return rate for the industry overall is about 8 percent, but analysts say that it is likely significantly higher than that online, since shoppers are purchasing goods without seeing them in person or trying them on. Against that [34](1. backdrop　2. backtrack　3. backlash), researchers at the University of Texas-Dallas sought to get a better handle on how return policies affect shopper behavior and, in [35](1. spirit　2. vain　3. turn), whether lenient policies such as offering a lengthy period for returns actually helps or hurts a retailer's business.

3　　　Overall, a lenient return policy did indeed correlate with more returns. But, crucially, it was even more strongly correlated with an increase in purchases. In other words, retailers are generally getting a clear sales benefit from giving customers the [36](1. impression　2. imposition　3. assurance) of a return. But of course, not all return policies are created equal, and that's where the findings get interesting. The team examined several potential characteristics of a return policy: time (such as whether you must return within 14 days or 90 days); money (whether or not you get a full [37](1. reinstatement　2. reimbursement　3. reassessment)); effort (whether you must provide a receipt or other forms); scope (whether even sale merchandise is eligible for return); and exchange (whether you're limited to getting store credit for your return).

4　　　One surprising finding: More leniency on time limits is associated with a reduction—not an increase—in returns. This may seem [38](1. inconvenient　2. self-evident　3. counterintuitive), but researchers say it could have varying explanations. Ryan Freling, who conducted the research alongside Narayan Janakiraman and Holly Syrdal, said that this is perhaps a result of what's known as "endowment effect."

5   "That would say that the longer a customer has a product in their hands, the more attached they feel to it," Freling said. Plus, the long timeframe creates less urgency around the decision over whether or not to take it back. "Since they don't feel pressure to take it right back to the store, they kind of sit with it and live with it and say, 'Well it's not that bad'," Freling said.

6   The researchers found that leniency around the time you have and the amount of money you can get back are most effective in increasing overall sales. [39](1. Making 2. Getting 3. Taking) it easier to return, with no questions asked, for instance, also increases purchases, though not quite as much.

7   So why does any of this matter? Retailers are desperate to figure out how to curb costly returns in the era of online shopping. This is why you see them rolling out website features such as apparel fit predictors, and it's why they're hounding you via e-mail to write a review of your latest purchase. They're trying to create an environment in which their customers buy the right thing on the first try. But re-evaluating return policies could be another [40](1. curtain 2. string 3. lever) to pull as they aim to get this balance right. The UT-Dallas research suggests that it is complex to pinpoint an optimal return policy. Limits on scope, or what items are eligible for return, were found to be powerful in cutting down the number of returns, even if they weren't especially effective in raising overall sales. So, a retailer might have to choose what's more important to the business: boosting overall sales or cutting the number of returns.

8   The researchers, who conducted a meta-analysis of 21 research studies that together include 11,662 subjects, suggest that retailers might also want to consider creating more complex return policies that have different rules for different products. "Depending on whether it's a durable good or a consumable good, whether it's high-fashion or fast-fashion, those different segments of the market have different reasons for buying and they have different concerns for risk and quality," Freling said.

[41] In the 3rd paragraph, the main results of the researchers' findings can be best summarized as

1. allowing customers to return items means less profit for non-online stores.

2. online retailers are required to have return policies.

3. return policies can influence how much a company sells.

4. the characteristics of return policies are generally all the same.

[42] In the 4th paragraph, what was the surprising result?

1. Stricter time limits on return policies led to fewer returns.

2. Less strict time limits on return policies led to fewer returns.

3. Stricter time limits on return policies led to no change in returns.

4. Less strict time limits on return policies led to no change in returns.

[43] What is the "endowment effect" as mentioned in the article?

1. Touching and seeing products in person makes them harder to return.

2. Receiving things for free makes it harder to give them up.

3. Returning items online is more stressful than returning them in stores.

4. Keeping a purchase is more likely the longer you have it in your possession.

[44] According to the article, which of the following was mentioned as having an effect on returns but not sales?

1. Money

2. Effort

3. Scope

4. Exchange

[45] According to the 7th paragraph, what is the benefit of writing a review of a product?

1. Reviews help customers make informed choices about their purchases ahead of time.

2. Reviews allow customers to explain why they returned an item.

3. Reviews provide retailers with information about who is buying and returning their products.

4. Reviews assist retailers in selling only high-quality goods and services.

英語 II

次の文章に関して、空欄補充問題と読解問題の二つがあります。まず、[46]から[55]の空所を埋めるのに、文脈的に最も適切な語を 1 から 3 の中から選び、その番号を解答欄（46）から（55）にマークしなさい。次に、内容に関する[56]から[60]の設問には、1 から 4 の選択肢が付されています。そのうち、文章の内容からみて最も適切なものを選び、その番号を解答欄（56）から（60）にマークしなさい。

1 When we think of commercial initiatives in space, the question of legal rights for them is very important. Anyone who invests major sums of money in an activity wants to make sure that they will not lose their investments because it turns out afterwards that they did not have the right to the resources they extract. It is also important to have laws in place that regulate the relations between different companies from different countries, [46](1. borne 2. baffled 3. bound) by different laws in their home countries, but trying to coexist in space.

2 There are also questions of coexisting with other players with other agendas, such as the scientific community. It can be expected that space research and commercial space projects will prove to be very useful for each other. There will, [47](1. therefore 2. however 3. furthermore), also be points of conflict. One of them will be planetary protection, i.e. measures aimed at avoiding biological [48](1. adjustment 2. diversity 3. contamination) resulting from human space activities. We have not yet discovered any life on Mars or any other extraterrestrial body, but it is not a very controversial assumption that the time will come for us to exploit the resources on a potentially inhabited world in space, or to establish it as a tourist destination. When this happens, we will see conflicts between those who think that we have looked for life long enough on the world in question and that it is now time to give the [49](1. yellow card 2. silver spoon 3. green light) for development, and those who think that there is still a chance there might be life that we should not endanger.

3 It all depends on the values at [50](1. stake 2. length 3. large), of course. If we assume that extraterrestrial life only has value as a study object, it might be very difficult to resist exploitation even if it potentially puts [51](1. inner 2. indigenous 3. intelligent) life at risk. Economic value is privileged by our society, and when the value of knowledge as such is set against economic value, the former usually loses.

4 An alternative possibility is that extraterrestrial life, in [52](1. service 2. addition 3. debt) to its value as a study object, also has economic value. Just like with the value as a study object, this is also a form of instrumental value: Something has economic value because it can generate money. Can extraterrestrial life have instrumental value in this way, and what does it mean for the relations between astrobiology, commercial interests, and planetary protection if it does?

5   Charles Cockell mentions bioengineering as an example. He [53](1. alternates 2. distinguishes 3. wavers) between the economic value of extraterrestrial life that is related to us compared to if it is not related to us. This makes good sense. It is easy to imagine that a microbe that is genetically well adapted to life on another world might contain adaptations that we will want to insert into earth bacteria and use for different purposes. In such cases, it clearly makes things easier if they are genetically related. If they are, we will be able to transfer the properties in question to earth life by transferring the relevant genes from extraterrestrial microbes to earth microbes. Interesting properties [54](1. should 2. must 3. could) include the ability to survive high doses of radiation, which might be useful if we want to engineer microbes to do work inside a nuclear reactor, disaster area, or aboard a spaceship travelling from Earth to Mars. An ability to extract energy from the Sun in a very efficient way is another example of a useful property that might be found in microbial life on worlds further from the Sun.

6   If we find extraterrestrial life that has value as a resource for bioengineering, the aims of science and business will actually converge [55](1. when 2. since 3. until) it comes to planetary protection. But in the long run the value of extraterrestrial life as study objects and as resources for bioengineering may make different demands on the timespan during which they have to be protected. Which type of value will be more demanding is not possible to say before we have actually found them.

    —Based on Persson, E. (2018). "A philosophical outlook on potential conflicts between planetary protection, astrobiology and commercial use of space," *Our Common Cosmos: Exploring the Future of Theology, Human Culture and Space Sciences.*

[56] What is the main question about space exploration addressed in this article?

1. How will humanity agree upon universal space laws and regulations?

2. How should resource rights on other planets be fairly divided?

3. How should we develop planets that already support life?

4. How will scientific interests hinder corporate profitability in space?

[57] Based on the 3rd paragraph, what is the likely outcome when scientific and economic goals conflict?

1. Science is given precedence over economic factors.

2. Economic considerations are favored over science.

3. Scientific and economic interests are treated equally.

4. It is impossible to say as every situation is different.

[58] What does the author mean by extraterrestrial life being "related to us" in the 5th paragraph?

1. It is an ancestor of the organisms from which we evolved.

2. It descends directly from Earth's microbial lifeforms.

3. It shares DNA that is compatible with that of life on Earth.

4. It exists on one of the other planets in our solar system.

[59] What does the author think will happen if scientific and financial goals coincide?

1. Conflicts between science and business may occur anyway due to their differing methods.

2. Science and business will have to coordinate their agendas to increase profitability.

3. There will be fierce competition between science and business for bioengineering resources.

4. The protection of extraterrestrial life is unlikely to be a goal for both science and business.

[60] According to the author, which of these is **_NOT_** mentioned as a potential problem with the commercial exploitation of space?

1. Microbes or viruses from space could cause future pandemics if they are brought back to Earth.

2. It is unclear whether companies are legally allowed to profit from resources on other planets.

3. Some people will object to the commercial use of other planets, even if they seem to be lifeless.

4. Rules and regulations governing commercial space activities for all countries are still needed.

英語Ⅲ

次の文章に関して、空欄補充問題と読解問題の二つがあります。まず、[61]から[80]の空所を埋めるのに、文脈的に最も適切な語を 1 から 3 の中から選び、その番号を解答欄（61）から（80）にマークしなさい。次に、内容に関する[81]から[90]の設問には、1 から 4 の選択肢が付されています。そのうち、文章の内容からみて最も適切なものを選び、その番号を解答欄（81）から（90）にマークしなさい。

1   The modern work environment has provided many benefits to humans in recent history. Our better health, greater wealth, and superior technology are all products of an intensification and diversification of labor that started several millennia ago and which [61](1. extended beyond 2. originated from 3. culminated in) the creation of large-scale corporate structures after the Industrial Revolution. At the same time the modern organizational structures that we live and work in have also produced many social problems such as stress and alienation among employees, inequalities in access to wealth and health care, crime and overpopulation, and threats to global environmental sustainability.

2   Evolutionary leadership theory argues that this discrepancy between modern and ancestral organizational environments is the result of an evolutionary mismatch. All organisms, animals and plants, possess physical and behavioral traits that have been passed down through generations, preserved by natural selection because of their adaptive function in a given environment. However, over time environments change, and so all organisms face the risk of finding themselves perfectly equipped to deal with challenges that may no longer exist, and [62](1. ill-equipped 2. well-equipped 3. over-equipped) to deal with a host of new challenges. Traits that were at one time adaptive can be "mismatched" to the environment in which the organism currently resides. Because evolution through natural selection is a slow, [63](1. comprehensive 2. revolving 3. cumulative) process, mismatches are particularly likely if environments undergo rapid change.

3   Such is the case for humans. The environment that most of us live in is very different from the environment that our ancestors lived in only some 13,000 years ago, before the advent of agriculture. From 2.5 million years ago—when the first hominids appeared in Africa—until the agricultural revolution, humans lived in relatively small nomadic band societies of around 150 individuals, leading a hunter-gatherer life style. [64](1. Later 2. Further 3. Rather), fossil evidence indicates that human brain size has remained remarkably stable for at least the last 200,000 years. This leads some evolutionary psychologists to conclude that "our modern skulls house a Stone Age mind" with the potential for significant mismatches.

4   One mismatch example is the widespread availability of sweet and fatty foods in modern society. Human bodies evolved to respond to the taste of fat and sugar by feeling immense [65](1. ambivalence 2. pleasure 3. curiosity). Our ancestors evolved to quickly devour all available sweet or fatty foods

because such foods were [66](1. seldom 2. barely 3. perpetually) scarce and perishable in an ancestral world. Yet, now that these foods are widely and cheaply available in supermarkets, our evolved tendencies to take in calories produce all sorts of health problems such as obesity, diabetes, and cardio-vascular problems. [67](1. Otherwise 2. Needless to say 3. On the contrary), modern environments do not only pose mismatches for humans but for many other species too. Many of the environmental changes caused by human intervention such as overfishing, deforestation, and climate change create new selective environments, which many species are not adapted for.

5   Thus, the discrepancy between modern and ancestral environments potentially creates mismatches between aspects of human evolved psychology and the challenges of modern society. This may well be the underlying cause of a wide range of problems causing failures in leadership and organizational management. Mismatches can [68](1. pertain to 2. refrain from 3. conspire with) both the selection of leaders and their functioning and effectiveness in modern organizations. Consider the selection of leadership in modern organizations. This is often a top-down process in which managers at a lower level are appointed by managers at levels higher up in the hierarchy. Or individuals are "flown in" from outside the organization to be appointed as managers. The selection process for leaders consists of an assessment of an individual candidate's personality, skills, and competencies based on some formalized tests, their résumé, and an interview, usually with individuals higher up the hierarchy rather than with the subordinates whom they may lead.

6   This is very much at odds with leadership emergence in ancestral human groups. Extrapolating [69](1. into 2. upon 3. from) the anthropological evidence of past and present hunter-gather societies such as the Kung San in Southern Africa, the Hadza in Tanzania, and the Ache in Paraguay, we have a fairly good idea of what leadership may have looked like in the environment in which humans evolved. Such bands do not have formalized leadership. Instead there are individuals of influence who emerge as leaders when they [70](1. embark on 2. depart from 3. brush off) some specialized activity such as hunting, making weapons, defending the group, or preparing a new campsite for which they have some specialized expertise and need to recruit other individuals to cooperate. These individuals have no overall authority over the group, rather they exercise influence in narrowly defined areas of expertise and only through persuasion are they able to emerge as leaders in [71](1. an enduring 2. a sporadic 3. a temporary) group activity. With the next activity leadership selection begins again.

7   This bottom-up approach selects for leaders with certain characteristics that are universally valued. Universally positive leader characteristics—which are also prominent in hunter-gatherer groups—include such qualities as integrity, persistence, humility, competence, decisiveness, and vision. It is noteworthy that so-called [72](1. "derailed" 2. "legendary" 3. "overpaid") executives—bright, ambitious, and talented managers who nonetheless fail—are often described as lacking these traits. Their

selection may be due primarily to their ability to please their superiors. In modern industrial and bureaucratic organizations, however, leaders are accountable to, and often appointed by, managers senior to them in the organizational hierarchy, and subordinates have little power to sanction their bosses. Modern organizational ethnographers report that most managers implicitly understand that pleasing superiors is more important to career success than pleasing subordinates.

8　　　The scale and complexity of leadership also provides the potential for a mismatch. The small hunter-gatherer band societies of our ancestral past were essentially extended [73](1. circles　2. families　3. businesses): Members knew each other, understood their interdependencies, and had a genetic investment in one another's fate. These groups were held together by kinship and norms of fairness and [74](1. intelligibility　2. reciprocity　3. popularity), which require that individuals can depend on each other for assistance and will return in kind. There was room for particularly charismatic individuals to emerge as leaders. Charismatic leadership works in part by influencing followers to [75](1. identify　2. dispense　3. compete) with a collective enterprise and internalize group aspirations. Charismatic leaders change the way followers see themselves—from self-interested individuals to members of a cohesive group—through emphasizing the similarity and shared fate among group members as if they are kin. However, charismatic leadership is an exception in the modern world. In traditional societies the Big Men leaders are often extremely charismatic. Being inspiring, persuasive, and visionary are important attributes of aspiring leaders in small face-to-face groups. In modern organizations it is extremely hard to get the same levels of intimacy between leaders and followers. Yet even in large bureaucratic organizations we still prefer leaders to adopt an inspirational and [76](1. publicized　2. personalized　3. proclaimed) leadership style, and such leaders tend to be more effective.

9　　　In past environments humans knew their leaders personally and there was no distinction between people's private and public lives. As a consequence, our [77](1. employers　2. services　3. minds) may have difficulties separating the role of the leader from the person occupying this role in modern organizations. In the past, information about people's personality and their personal norms, values, and ambitions were critical in determining whether they should get the chance to lead the group because this was the only information available. In the modern world we crave this information but we do not often get it. We are quite aware that, for instance, middle-level managers have only limited influence because they are following orders of senior management. Because our psychological machinery is not very well adapted to these complex, [78](1. multilayer　2. faltering　3. bilateral) hierarchies, we hold them personally accountable for any decisions that are harmful to our interests ("My boss is a nasty person"). Making trait inferences about leaders is called the "leader attribution error", and it might well be another aspect of our evolved leadership psychology, resembling a possible mismatch.

10   Finally, leadership in the ancestral environment was fluid, distributed, and situational. The individual most qualified for the task at hand had the greatest influence on collective actions. Rarely would one individual coordinate all group activity and make all group decisions. However, with modern bureaucracies and formal leadership roles, one individual—the "leader"—is responsible for managing all these functions. Leader [79](1. responsibility 2. ingenuity 3. versatility)—the ability to perform multiple, even competing, roles—is increasingly associated with leadership effectiveness, but few leaders have the range of skills needed to perform such a wide array of duties. This may contribute to the high [80](1. failure 2. transfer 3. promotion) rate of senior managers. Modern societies attribute enormous importance to leadership and often hold leaders personally responsible for organizational success or failure even if this is not always warranted or fair. Thus, the so-called "romance of leadership" may well be a vestige of our ancestral past.

—Based on van Vugt, M. and Ronay, R. (2014). *Organizational Psychology Review*.

[81] What does the author mean by "our modern skulls house a Stone Age mind" in the 3ʳᵈ paragraph?

1. The skull size of modern humans has not changed much from the Stone Age.

2. Our psychology hasn't caught up with the way modern society works.

3. The gap between physical and mental structures in humans remains large.

4. Our mental capacity has undergone significant changes since the Stone Age.

[82] Give an analogous example of the "mismatch" mentioned in the 3ʳᵈ and 4ᵗʰ paragraphs based on the author's account.

1. While some countries have become wealthier in the past century, many others haven't.

2. Biologically our emotions are the same across cultures, but how they are received differs dramatically.

3. Being tall is seen as desirable today as it appears to indicate superior strength and status.

4. Formal education does not always guarantee financial or professional success.

[83] According to the author, what is characteristic about the selection of leadership in modern organizations?

1. It is exclusively merit-based, with no room for favors from people higher in the hierarchy.

2. Subordinates are often able to replace their leaders when problems occur in the workplace.

3. Lower level managers are selected without consideration of subordinates' opinions.

4. There is often a potential clash of personalities between higher and lower level managers.

[84] Which of the following does **_NOT_** fit a concept of formalized leadership as mentioned in the 6ᵗʰ paragraph?

1. A leader takes responsibility on all matters.

2. Long-term status is given to a leader.

3. Leadership is institutionally defined.

4. The band agrees temporarily on a leader.

[85] In the 6ᵗʰ paragraph, what does the author mean by "only through persuasion are they able to emerge as leaders"?

1. All group members can contribute to the selection of a leader and the role they are expected to play.

2. Acting on mutual trust is more important than acting by a hierarchically given order.

3. Leaders talk to their fellow group members directly and secure agreement on important issues.

4. Demonstrating a shared understanding of a leader's qualification for a specific task is crucial.

[86] Based on the author's account, which would be the best practice for leaders in modern times?

1. Cooperate with their subordinates in order to report their successes to superiors and obtain further promotion.

2. Take on narrow and well-defined jobs so they will be able to obtain the notice and approval of their superiors.

3. Establish a good relationship with their superiors and engage with their subordinates to drive collective action.

4. Keep their subordinates at a distance by creating a clear distinction between their public and private lives in the workplace.

[87] According to the author, how should a traditional charismatic leader respond when faced with a political challenge?

1. Utilize media, old and new, to assure their authority to lead the nation.

2. Gather support from the best and brightest among the citizens.

3. Orient people toward a uniform direction in order to conquer it.

4. Call a national assembly and listen to the people's voices directly.

[88] According to the article, which is the most relevant factor today for the "leader attribution error" as mentioned in the 9th paragraph?

1. Subordinates tend to think that their manager's decisions are motivated by personality.

2. Subordinates think the leader is solely responsible for the success of the section they belong to.

3. Workers misjudge their leader's personality because of a lack of information about their private life.

4. Workers are only interested in the personality of their leader when their well-being is threatened.

[89] What is meant by the "romance of leadership" in the 10th paragraph?

1. Employees often fall in love with reliable and thoughtful leaders.

2. Employees see leaders as a model for their own success in life.

3. Leaders hold the fate of their companies in their hands.

4. Leaders who rise through the ranks make for a good story.

[90] Which of the following would be the best title for this article?

1. Modern leadership: Where has all the charisma gone?

2. Evolutionary mismatch explains the difficulty of modern leadership

3. From stable hierarchies to flexible networks in modern leadership

4. Modern leadership: The key to success in multinational corporations