

**Read this passage and answer the questions that follow.**

Teams have become a major strategy for getting work done. We live in teams. Our organizations are made up of teams. We move from one team to another without giving it a (1). (2)Consider the amount of time we spend in team settings—task forces, committees, temporary teams, cross-functional teams, and management teams. Being effective in today’s organizations is a team game, and without cooperation and teamwork skills, you are unlikely to be successful.

Teams can execute better and faster and change more easily than traditional top-down structures. They have the power to increase productivity and team spirit or destroy them. When working effectively, a team can make better decisions, solve more complex problems, and do more to (3) creativity and build skills than individuals working alone. The team is the only unit that has the flexibility and resources to respond quickly to changes and new needs that have become commonplace in today’s world.

The business environment today has become increasingly (4)tough, and the issues it faces have become increasingly complex. This (5)challenging environment has caused organizations to realize that they can no longer depend on top-down structures and a few top performers to maintain a competitive advantage. The demand now is for cooperation and teamwork in all parts of the organization. Success today comes from using the collective knowledge and richness of multiple perspectives. (6), there has been a conscious movement toward using teams as a strategy for getting work done. They have become the (7)vehicle for moving organizations into the future and for delivering quality products and services.

Teams are not just nice to have. They are hard-core units of production. However, they do provide a sense of worth, connection, and meaning to the people involved with (8)them. Consider a story from a manufacturing plant. After deciding to go to a team-based management structure, the plant created management teams and asked Don Carew to provide some intensive training in team development, skills, and leadership. After the first two days of training, a member of one of the teams—the assembly line representative—approached Don and said, “I want to thank you.”

“You’re welcome,” Don replied. “But why are you thanking me?”

“Because,” said the team member, “this is the first time in the 25 years I’ve worked in this plant that I’ve felt important.”

Imagine how hurtful it would be to your self-esteem to be ignored for 25 years. (9)It is a fact that people’s health and well-being are directly affected by the amount of involvement they have in the workplace. A study of 12,000 male Swedish workers over a 14-year period revealed that workers who felt alone and had little influence over their jobs were 162 percent more likely to have a fatal heart attack than were those who had a lot of influence in decisions at work and who worked in teams. Data like this—combined with the fact that teams can be far more productive than individuals functioning alone—provide a (10)strong argument for creating high-involvement

workplaces and using teams as the central vehicle for getting work done.

Virtual teams are becoming increasingly central to success. These teams face special challenges in building trust, \_\_\_\_\_ (11) \_\_\_\_\_ effective communication, and managing attentiveness. However, there is no reason that time and distance should keep people \_\_\_\_\_ (12) \_\_\_\_\_ working together as a team. With proper management and the help of technology, virtual teams can be every bit as productive and rewarding as face-to-face teams.

Teams are a major investment of time, money, and resources. The cost of allowing them to fail is incredible. Even worse, a team meeting that is considered a waste of time has wide-ranging effects. The energy does not disappear as you leave, but spills into every aspect of organizational life. If people leave a meeting feeling <sup>(13)</sup>unheard, or if they disagree with a decision made in the team, they leave angry and disappointed. This impacts the next event. The opposite effect happens when meetings feel productive and encouraging—the positive energy spreads.

2010 年度の公募制推薦入試の設問 (実施済み)

I . Summarize the passage in Japanese. (300-350 字)

II . How will the style of shopping be different in twenty years? Write a paragraph of 50 to 70 English words.

2011 年度の公募制推薦入試のサンプル設問 (あくまでもサンプルですのでご注意ください)

A. Choose the best word(s) for each blank and write a, b, c, or d on your answer sheet.

- |      |                 |              |               |             |
|------|-----------------|--------------|---------------|-------------|
| (1)  | a. chance       | b. name      | c. thought    | d. try      |
| (3)  | a. improve      | b. influence | c. redesign   | d. reduce   |
| (6)  | a. Consequently | b. Even so   | c. However    | d. In short |
| (11) | a. develop      | b. developed | c. developing | d. develops |
| (12) | a. at           | b. for       | c. from       | d. within   |

B. Choose the best answer for each question and write a, b, c, or d on your answer sheet.

- (2) Which of the following words has the stress in the same place as <sup>(2)</sup>con-si-der does?
- a. a-ban-don
  - b. el-e-phant
  - c. guar-an-tee
  - d. hand-i-cap

- (4) Which of the following words has the same sound as “gh” in (4)tough?
- a. enough
  - b. ghost
  - c. high
  - d. through
- (5) Which of the following usages of “ing” is similar to that of (5)challenging?
- a. Don’t wake the sleeping lion.
  - b. He came out from hiding.
  - c. He went to the station driving his car.
  - d. Information is necessary for making decisions.
- (7) What does (7)vehicle mean?
- a. a means of achieving a purpose
  - b. a means of delivering products
  - c. a means of predicting the future
  - d. a means of transporting people
- (8) What does (8)them refer to?
- a. people
  - b. team members
  - c. teams
  - d. units of production
- (10) Which of the following has the opposite meaning to (10)strong?
- a. unattractive
  - b. unconvincing
  - c. undeveloped
  - d. untrue

(13) What does <sup>(13)</sup>unheard mean?

- a. not able to hear
- b. not in agreement with
- c. not paid attention to
- d. not reporting good news

**C. Complete the following sentences using the words from a to d below. Which word should be in position (4)? Write a, b, c, or d on your answer sheet.**

(1) These are the (1)(2)(3)(4) solving difficult problems.

- a. effective
- b. most
- c. of
- d. ways

(2) Situations where teams do not (1)(2)(3)(4) many problems.

- a. cooperate
- b. lead
- c. to
- d. well

**D. Translate the underlined sentence (9) into Japanese.**

**E. Translate the following Japanese sentence into English.**

チームメンバーはマネージャーによって十分に支援された時に最高の仕事をする。