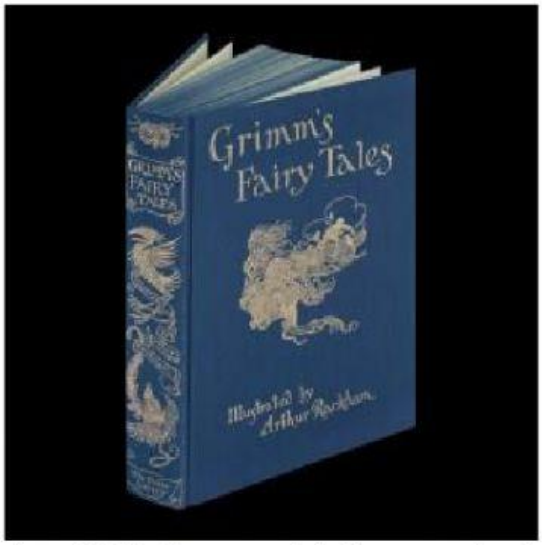
Passage 1

Grimm's Fairy Tales



The Brothers Grimm, Jacob and Wilhelm, named their story collection Children's and Household Tales and published the first of its seven editions in Germany in 1812. The table of contents reads like an A-list of fairy-tale celebrities: Cinderella, Sleeping Beauty, Snow White, Little Red Riding Hood, Rapunzel, Rumpelstiltskin, Hansel and Gretel, the Frog King. Drawn mostly from oral narratives, the 210 stories in die Grimm's' collection represent an anthology of fairy tales, animal fables, rustic farces, and religious allegories that remain unrivalled to this day.

Such lasting fame would have shocked the humble Grimms. During their lifetimes the collection sold modestly in Germany, at first only a few hundred copies a year. The early editions were not even aimed at children. The brothers initially refused to consider illustrations, and scholarly footnotes took up almost as much space as the tales themselves. Jacob and Wilhelm viewed themselves as patriotic folklorists, not as entertainers of children. They began their work at a time when Germany had been overrun by the French under Napoleon, who was intent on suppressing local culture. As young, workaholic scholars, single and sharing a cramped flat, the Brothers Grimm undertook the fairy-tale collection with the goal of serving the endangered oral tradition of Germany.

For much of the 19th century teachers, parents, and religious figures, particularly in the United States, deplored the Grimms' collection for its raw, uncivilized content. Offended adults objected to the gruesome punishments inflicted on the stories' villains. In the original "Snow White" the evil stepmother is forced to dance in red-hot iron shoes until she falls down dead. Even today some protective parents shy from the Grimms' tales because of their reputation for violence.

Despite its sometimes rocky reception, Children's and Household Tales gradually took root with the public. The brothers had not foreseen that the appearance of their work would

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coincide with a great flowering of children's literature in Europe. English publishers led the way, issuing high-quality picture books such as Jack and the Beanstalk and handsome folktale collections, all to satisfy a newly literate audience seeking virtuous material for the nursery. Once the Brothers Grimm sighted this new public, they set about refining and softening their tales, which had originated centuries earlier as earthy peasant fare. In the Grimms' hands, cruel mothers became nasty stepmothers, unmarried lovers were made chaste, and the incestuous father was recast as the devil.

In the 20th century the Grimms' fairy tales have come to rule the bookshelves of children's bedrooms. The stories read like dreams come true: handsome lads and beautiful damsels, armed with magic, triumph over giants and witches and wild beasts. They outwit mean, selfish adults. Inevitably the boy and girl fall in love and live happily ever after. And parents keep reading because they approve of the finger-wagging lessons inserted into the stories: keep your promises, don't talk to strangers, work hard, obey your parents. According to the Grimms, the collection served as "a manual of manners".

Altogether some 40 persons delivered tales to the Grimms. Many of the storytellers came to the Grimms' house in Kassel. The brothers particularly welcomed the visits of Dorothea Viehmann, a widow who walked to town to sell produce from her garden. An innkeeper daughter, Viehmann had grown up listening to stories from travellers on the road to Frankfurt. Among her treasure was "Aschenputtel" -Cinderella. Marie Hassenpflug was a 20-year-old friend of their sister, Charlotte, from a well-bred, French-speaking family. Marie's wonderful stories blended motifs from the oral tradition and from Perrault's influential 1697 book, Tales of My Mother Goose, which contained elaborate versions of "Little Red Riding Hood", "Snow White", and "Sleeping Beauty", among others. Many of these had been adapted from earlier Italian tales.

Given that the origins of many of the Grimm fairy tales reach throughout Europe and into the Middle East and Orient, the question must be asked: How German are the Grimm tales? Very, says scholar Heinz Rolleke. Love of the underdog, rustic simplicity, creative energy—these are Teutonic traits. The coarse texture of life during medieval times in Germany, when many of the tales entered the oral tradition, also coloured the narratives. Throughout Europe, children were often neglected and abandoned, like Hansel and Gretel. Accused witches were burned at the stake, like the evil mother-in-law in "The Six Swans". "The cruelty in the stories was not the Grimm's fantasy", Rolleke points out" It reflected the law-and-order system of the old times".

The editorial fingerprints left by the Grimms betray the specific values of 19th-century Christian, bourgeois German society. But that has not stopped the tales from being embraced by almost every culture and nationality in the world. What accounts for this widespread, enduring popularity? Bernhard Lauer points to the "universal style" of the

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writing, you have no concrete descriptions of the land, or the clothes, or the forest, or the castles. It makes the stories timeless and placeless," The tales allow us to express 'our utopian longings'," says Jack Zipes of the University of Minnesota, whose 1987 translation of the complete fairy tales captures the rustic vigour of the original text. They show a striving for happiness that none of us knows but that we sense is possible. We can identify with the heroes of the tales and become in our mind the masters and mistresses of our own destinies."

Fairy tales provide a workout for the unconscious, psychoanalysts maintain. Bruno Bettelheim famously promoted the therapeutic of the Grimms' stories, calling fairy tales the "great comforters. By confronting fears and phobias, symbolized by witches, heartless stepmothers, and hungry wolves, children find they can master their anxieties. Bettelheim's theory continues to be hotly debated. But most young readers aren't interested in exercising their unconsciousness. The Grimm tales, in fact, please in an infinite number of ways, something about them seems to mirror whatever moods or interests we bring to our reading of them. The flexibility of interpretation suits them for almost any time and any culture.

Questions 1-6

Do the following statements agree with the information given in Reading Passage?

*In boxes **1-6** on your answer sheet, write*

YES if the statement is true

NO if the statement is false

NOT GIVEN if the information is not given in the passage

1 The Grimm brothers believed they would achieve international fame.

2 The Grimm brothers were forced to work in secret.

3 Some parents today still think Grimm fairy tales are not suitable for children.

4 The first edition of Grimm's fairy tales sold more widely in England than in Germany.

5 Adults like reading Grimm's fairy tales for reasons different from those of children.

6 The Grimm brothers based the story "Cinderella" on the life of Dorothea Viehmann

Passage 2

Elnino and Seabirds

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A Rhythm of the seasons cannot always be relied upon. At times the tropical Pacific Ocean and large expanses of the global atmosphere seem to be marching to the beat of a different drummer, disrupting the normal patterns of countless species of plants and animals along with hundreds of millions of human beings. So they want anticipate these occasional lapses in the march of the seasons and help societies plan accordingly, scientists are seeking to understand these competing rhythms: the strongest of which is the alternation between the "normal climate" and a different but still recurrent set of climatic conditions in the Pacific region called El Nino.

B Seabirds are prominent and highly visible components of marine ecosystems that will be affected by global climate change. The Bering Sea region is particularly important to seabirds; populations there are larger and more diverse than in any similar region in North America—over 90% of seabirds breeding in the continental United States are found in this region. Seabirds, so named because they spend at least 80% of their lives at sea, are dependent upon marine resources for food. As prey availability changes in response to climatically driven factors such as surface sea temperature and extent of sea ice, so will populations of seabirds be affected.

C Seabirds are valued as indicators of healthy marine ecosystems and provide a "vicarious use value" or existence value—people appreciate and value seabirds simply because they are there and enjoy them through venues such as pictures, nature programs, and written accounts without ever directly observing seabirds in their native environment. A direct measure of this value is demonstrated by Federal legislation that established specific national wildlife refuges to protect seabirds and international treaty obligations that provide additional protection for seabirds. Seabirds are also an important subsistence resource for many who live within the Bering Sea Region. Furthermore, the rich knowledge base about

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seabirds makes them a valuable resource as indicator species for measurement of change in the marine environment.

D The most abundant breeding species in Alaska are northern fulmars, storm-petrels, kittiwakes, murres, auklets and puffins. These species also form the largest colonies. Fulmars, storm-petrels and kittiwakes are surface feeders, picking their prey from the surface or just below the surface; murres, auklets, and puffins dive for their food. Fulmars nest primarily on island groups in and around the Bering Sea. They take a wide variety of prey (e.g., fish, squid, zooplankton, jellyfish) from the surface or just below the surface. Storm-petrels are strictly nocturnal and nest below ground in either burrows or crevices between rocks. They forage on zooplankton and squid; in some areas they are dependent upon small fish such as capelin and sand lance caught at the surface. Black-legged kittiwakes are widespread throughout Alaska, Canada and Eurasia while red-legged kittiwakes are found only in the Bering Sea region. Both are surface feeders although black-legged kittiwakes feed primarily on small fish and forage over the continental shelf and shelf break; red-legged kittiwakes feed primarily on myctophids and will forage beyond the shelf break.

E Marine mammals have exhibited similar signs of food stress in recent years. Harbor seals at Tugidak Island in the Gulf of Alaska declined by about 85% between 1976 and 1988 . Steller sea lion populations declined by 36% in the Gulf of Alaska between 1977 and 1985 , and by another 59% between 1985 and . Northern fur seals declined about 35% by 1986 from their average numbers in the 1970s, although numbers had rebounded somewhat (20%) by 1990 . Associated with the declines in Steller sea lions are declines in birth rate, fewer breeding females, fewer pups, decreased adult body condition, decreased juvenile survival, and a change in population age structure.

F Walker noticed that monsoon seasons with low-index conditions are often marked by drought in Australia, Indonesia, India, and parts of Africa. He also claimed that low-index winters tend to be unusually mild in western Canada. One of his British colleagues chided him in print for suggesting that climatic conditions over such widely separated regions of the globe could be linked. In his reply Walker predicted, correctly, that an explanation would be forthcoming, but that it would require a knowledge of wind patterns above ground level, which were not routinely being observed at that time.

G The need for long-term time series It seems obvious that without good baseline data ornithologists are doomed to be surprised by the arrival of El Nino every few years. Even when ornithologists and ecologists are at hand to take advantage of an incoming El Nino, lack of preexisting data, and of monitoring afterwards, makes it difficult 134 F.M. Jaksic & J.M. Farina to understand responses of birds to the successive El Nino, La Nina, and "normal" years. Indeed, according to Jaksic, during the last century there were 12 El Nino years and 12 La Nina years, thus leaving about 76 'normal' years in between. Thus, by heavily concentrating attention on only 12% of the time span El Nino, and of neglecting

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possibly another 12% , ornithologists are essentially ignoring what happens during 76% of the time. This situation may be remedied only as long as data are logged on a regular or continuous basis, that is, as long-term time series. The recipe prescribed by Schreiber & Schreiber to understand El Nino, effects on birds still stands: '...carry out long-term studies that will shed further light on the interactions between global atmospheric cycles, oceanographic phenomena, and avian populations.'

H Populations of seabirds in Alaska are larger and more diverse than any similar region in the Northern Hemisphere. The extensive coastal estuaries and offshore waters of Alaska provide breeding, feeding and migrating habitats for 66 species of seabirds. At least 38 species of seabirds, over 50 million individuals, breed in Alaska. Eight Alaskan species breed only here and in adjacent Siberia. Five additional species range through the North Pacific, but their populations are concentrated in Alaska. In addition to breeding grounds, Alaskan waters also provide important wintering habitat for birds that breed in Canada and Eurasia. Shearwaters, which breed in the southern hemisphere, are the most numerous species in Alaskan waters during the summer.

I As another indication that food has been limiting in recent years, several largescale die-offs of seabirds, mostly surface-feeding species, have been observed in the Gulf of Alaska during the last decade, most notably in 1983, 1989, and 1993 . But Hatch thinks that it is too early to decide the these die-offs reports are somehow connected with effect of El nino. Byrd and Tobish believe that high rainfall can affect survival of chicks in earthen burrows, and incidence of big storms with high winds during the chick-rearing period can cause mortality for chicks of species nesting on cliff-ledges, but this view has not been considered as convincing evidence.

Questions 7-15

Do the following statements agree with the information given in Reading Passage?

In boxes 7-15 on your answer sheet, write

TRUE if the statement agrees with the information

FALSE if the statement contradicts the information

NOT GIVEN if there is no information on this

7 Seabirds are regarded as precious indicators of changes in oceanic environment.

8. Seabirds such as Fulmars and Murres feed by the characteristic of prey in different ways.

9 Steller sea lions only decline in birth rate and fewer pups, but the whole population wouldn't be affected by the changes.

10. With reply of Walker's colleague, knowledge of wind patterns will be very helpful.

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11, It is difficult to investigate El Nino for ornithologists and ecologist because lack of available statistics and inspections.

12. Habit of seabirds in Alaska is similar to those in the Northern Hemisphere.

13. Number of Shearwaters in the southern hemisphere feed most during the summer.

14. Hatch thinks that it is too early to determine all the problems that are caused by El Nino.

15 .Byrd and Tobish think that heavy rainfall and storms cause mortality for chicks, which has already been a convincing proof.

Passage 3

We have Star performers!

A

The difference between companies is people. With capital and technology in plentiful supply, the critical resource for companies in the knowledge era will be human talent. Companies full of achievers will, by definition, outperform organisations of plodders. Ergo, compete ferociously for the best people. Poach and pamper stars; ruthlessly weed out second-raters. This, in essence, has been the recruitment strategy of the ambitious company of the past decade. The 'talent mindset' was given definitive form in two reports by the consultancy McKinsey famously entitled The War for Talent. Although the intensity of the warfare subsequently subsided along with the air in the internet bubble, it has been warming up again as the economy tightens: labour shortages, for example, are the reason the government has laid out the welcome mat for immigrants from the new Europe.

B

Yet while the diagnosis – people are important – is evident to the point of platitude, the apparently logical prescription – hire the best – like so much in management is not only not obvious: it is in fact profoundly wrong. The first suspicions dawned with the crash to earth of the dotcom meteors, which showed that dumb is dumb whatever the IQ of those who perpetrate it. The point was illuminated in brilliant relief by Enron, whose leaders, as a New Yorker article called 'The Talent Myth' entertainingly related, were so convinced of their own cleverness that they never twigged that collective intelligence is not the sum of a lot of individual intelligence. In fact, in a profound sense, the two are opposites. Enron believed in stars, noted author Malcolm Gladwell, because they didn't believe in systems. But companies don't just create: 'they execute and compete and coordinate the efforts of many people, and the organisations that are most successful at that task are the ones where the system is the star'. The truth is that you can't win the talent wars by hiring stars – only lose it. New light on why this should be so is thrown by an analysis of star behaviour in this months' Harvard Business Review. In a study of the careers of 1,000 star-stock analysts in

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the 1990s, the researchers found that when a company recruited a star performer, three things happened.

C

First, stardom doesn't easily transfer from one organisation to another. In many cases, performance dropped sharply when high performers switched employers and in some instances never recovered. More of success than commonly supposed is due to the working environment – systems, processes, leadership, accumulated embedded learning that are absent in and can't be transported to the new firm. Moreover, precisely because of their past stellar performance, stars were unwilling to learn new tricks and antagonised those (on whom they now unwittingly depended) who could teach them. So they moved, upping their salary as they did – 36 per cent moved on within three years, fast even for Wall Street. Second, group performance suffered as a result of tensions and resentment by rivals within the team. One respondent likened hiring a star to an organ transplant. The new organ can damage others by hogging the blood supply, other organs can start aching or threaten to stop working or the body can reject the transplants altogether, he said. 'You should think about it very carefully before you do a transplant to a healthy body.' Third, investors punished the offender by selling its stock. This is ironic since the motive for importing stars was often a suffering share price in the first place. Shareholders evidently believe that the company is overpaying, the hiree is cashing in on a glorious past rather than preparing for a glowing present, and a spending spree is in the offing.

D

The result of mass star hirings as well as individual ones seems to confirm such doubts. Look at County NatWest and Barclays de Zoete Wedd, both of which hired teams of stars with loud fanfare to do great things in investment banking in the 1990s. Both failed dismally. Everyone accepts the cliche that people make the organisation – but much more does the organisation make the people. When researchers studied the performance of fund managers in the 1990s, they discovered that just 30 per cent of the variation in fund performance was due to the individual, compared to 70 per cent to the company-specific setting.

E

That will be no surprise to those familiar with systems thinking. W Edwards Deming used to say that there was no point in beating up on people when 90 per cent of performance variation was down to the system within which they worked. Consistent improvement, he said, is a matter not of raising the level of individual intelligence, but of the learning of the organisation as a whole. The star system is glamorous – for the few. But it rarely benefits the company that thinks it is working it. And the knock-on consequences indirectly affect everyone else too. As one internet response to Gladwell's New Yorker article put it: after

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Enron, 'the rest of corporate America is stuck with overpaid, arrogant, underachieving, and relatively useless talent.'

F

Football is another illustration of the star vs systems strategic choice. As with investment banks and stockbrokers, it seems obvious that success should ultimately be down to money. Great players are scarce and expensive. So the club that can afford more of them than anyone else will win. But the performance of Arsenal and Manchester United on one hand and Chelsea and Real Madrid on the other proves that it's not as easy as that. While Chelsea and Real have the funds to be compulsive star collectors – as with Juan Sebastian Veron – they are less successful than Arsenal and United which, like Liverpool before them, have put much more emphasis on developing a setting within which stars-in-the-making can flourish. Significantly, Thierry Henry, Patrick Veira and Robert Pires are much bigger stars than when Arsenal bought them, their value (in all senses) enhanced by the Arsenal system. At Chelsea, by contrast, the only context is the stars themselves – managers with different outlooks come and go every couple of seasons. There is no settled system for the stars to blend into. The Chelsea context has not only not added value, but it has also subtracted it. The side is less than the sum of its exorbitantly expensive parts. Even Real Madrid's galacticos, the most extravagantly gifted on the planet, are being outperformed by less talented but better-integrated Spanish sides. In football, too, stars are trumped by systems.

G

So if not by hiring stars, how do you compete in the war for talent? You grow your own. This worked for investment analysts, where some companies were not only better at creating stars but also at retaining them. Because they had a much more sophisticated view of the interdependent relationship between star and system, they kept them longer without resorting to the exorbitant salaries that were so destructive to rivals.

Questions 16-19

Do the following statements agree with the information given in Reading Passage?

*In boxes **5-8** on your answer sheet, write*

YES if the statement agrees with the information

NO if the statement contradicts the information

NOT GIVEN if there is no information on this

16. McKinsey who wrote The War for Talent had not expected the huge influence made by this book.

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