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https://www.100test.com/kao_ti2020/575/2021_2022_GRE_E9_98_85_E8_AF_BB_E7_c86_575808.htm Passage 13 结论解释型（经理人的直觉）提出主题：很多经理人员要依赖直觉，后面才讲直觉的特点The majority（本以为是老观点，但是看到后面有do not follow，可以判断不是）of successful（）senior managers do not closely follow the classical（这个才是老观点）rational model of first clarifying goals*1D*4C, assessing*4A the problem, formulating options*4B, estimating likelihoods of success*4E, making a decision, and only then taking action to implement the decision.（强对比两方只需看一方，另一方可以取非，因此这里讲经典模式可以不看）Rather（转折），in their day-by-day (day-by-day: adj.每天的day-to-day: adj.日常的, 逐日的) tactical maneuvers, these senior executives rely on what is vaguely termed “intuition” to manage a network of一系列 interrelated problems that require them to deal with ambiguity, inconsistency, novelty, and surprise. and to integrate action into the process of thinking.（主题句）过去对直觉的错误理解：管理学作家的观点两种（要注意和作者不一定一致）Generations of writers on management have recognized that some practicing managers rely heavily on intuition. In general, however（极端转折，和作者的不同），such writers display a poor grasp*2D（-）of what intuition is. Some see it as the opposite of rationality. others view it as an excuse for capriciousness任性，反复无常.直觉的5个特点/5种运用方法Isenberg’s recent research on the cognitive

processes of senior managers reveals that managers' intuition is neither of these (指第二段结尾的两种说法). Rather, senior managers use intuition in at least five distinct ways. First, they intuitively sense when a problem exists*1B. Second, managers rely on intuition to perform well-learned behavior熟知的行为 patterns rapidly*7E. This intuition is not arbitrary or irrational, but (转折) is based on years of painstaking practice and hands-on experience亲手实践的经验 that build skills. A third function of intuition is to synthesize*3C isolated bits of data and practice*1C into an integrated picture, often in an "Aha!" 恍然大悟 experience. Fourth, some managers use intuition as a check on the results*1E of more rational analysis. (以下是废话, 可暂时不读) Most senior executives are familiar with the formal decision analysis models and tools, and those who use such systematic methods for reaching decisions are occasionally leery (leery: SUSPICIOUS, WARY often used with of) of solutions suggested by these methods which run counter to (run counter to: v.违反, 背道而驰) their sense of the correct course of action. Finally, managers can use intuition to bypass避开, 绕过 in-depth analysis and move rapidly to engender a plausible solution*1A. (以下是废话, 可暂时不读) Used in this way, intuition is an almost instantaneous cognitive process in which a manager recognizes familiar patterns. 以下两段讲直觉的一个重要含义: 想/做循环One of the implications of the intuitive style of executive management is that "thinking" is inseparable from acting. (本段的主题句) Since (原因) managers often "know" what is right before they can analyze and explain it, they

frequently act first and explain later. Analysis is inextricably tied to action in thinking/acting cycles (文章后面出现的新名词, 一般都是很重要的语言), in which (新名词的解释一定要看) managers develop thoughts about their companies and organizations not by analyzing a problematic situation and then acting, but by acting and analyzing (by doing, 重要内容) in close concert协作, 合作. 几种可能性: 继续讲原因本文的模式; 总结归纳; 延伸性内容 Given the great uncertainty of many of the management issues that they face, senior managers often instigate a course of一系列 action simply to learn more about an issue. They then use the results of the action to develop a more complete understanding of the issue. One implication of thinking/acting cycles (和上一段一个内容) is that action is often part of defining认识

(=understanding) the problem, not just of implementing the solution. 1. According to the passage, senior managers use intuition in all of the following ways EXCEPT to五项大列举出的题(A) speed up of the creation of a solution to a problem*1A第五点(B) identify a problem*1B第一点(C) bring together disparate facts*1C第三点(D) stipulate clear goals*1D老模式(D) (E) evaluate possible solutions to a problem*1E第四点 2. The passage suggests which of the following about the "writers on management" mentioned in line 12?信息题(有定位) (A) They have criticized managers for not following the classical rational model of decision analysis.(B) They have not based their analyses on a sufficiently large sample of actual managers.(C) They have relied in drawing their conclusions on what managers say rather than on what managers

do.(D) They have misunderstood*2D how managers use intuition in making business decisions. (D) (E) They have not acknowledged the role of intuition in managerial practice. 100Test 下载频道开通 , 各类考试题目直接下载。详细请访问 www.100test.com