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1　次の英文を読み問いに答えなさい。(38 点)

The Problem with Buzzword-Driven Leadership

1.　In today's fast-moving business world, buzzwords like "synergy," "blockchain," "AI-driven," and "disruption" are everywhere. These words are popular because they make companies sound modern and innovative. However, some leaders use these buzzwords without really understanding them. This can lead to poor decisions and problems within the company. Let's explore why this happens and how we can address it.

2.　First, leaders often feel a lot of pressure to stay competitive. They want their company to (1) appear as if it is at the forefront of technology and innovation. For example, if many companies start using AI (artificial intelligence), a leader might think that their company also needs to use AI to keep up. They might rush to implement AI without fully understanding its benefits, risks, or how it works. This fear of missing out (FOMO) can push leaders to make (2) hasty decisions based on trends rather than solid understanding.

3.　Another reason is that leaders are always looking for quick fixes to complex problems. Buzzwords often come with promises of (3) efficiency, growth, and easy solutions. Leaders might adopt these new trends hoping for quick success. However, without a deep understanding of what these buzzwords mean and how to apply them, these efforts often fail. For instance, a company might invest heavily in blockchain technology without knowing how it fits into their business model, leading to wasted resources and effort.

4.　External advice also plays a big role. Leaders frequently seek guidance from consultants and industry experts. These experts often emphasize the latest trends and buzzwords to showcase their knowledge and expertise. While these consultants can offer (4) valuable insights, their recommendations might not always be the best fit for every company. Leaders might blindly follow this advice without considering if it aligns with their company's specific needs and context.

5.　Psychological factors also contribute to this issue. One such factor is the bandwagon effect, where people do something primarily because others are doing it, regardless of their own beliefs. Leaders might adopt buzzwords and new trends simply because it seems like everyone else is doing so. Additionally, the Dunning-Kruger effect, where individuals with limited knowledge overestimate their understanding, can cause leaders to feel more confident about their decisions than they should. This overconfidence can lead them to implement new buzzwords without a proper (5) grasp of the underlying concepts.

6.　Company culture can *exacerbate this problem. In some organizations, questioning the decisions of higher-ups is discouraged, creating an environment where poor decisions go unchallenged. Employees might be reluctant to voice their concerns or provide critical feedback.

This lack of open communication and critical evaluation allows poorly informed decisions to persist, leading to long-term issues.

7.   To address these challenges, several steps can be taken. First, it is crucial to foster a culture of continuous learning within the organization. Leaders should be encouraged to thoroughly understand new concepts and trends before implementing them. This can be (6) <u>achieved</u> through training programs, workshops, and encouraging leaders to seek out reliable sources of information.

8.   Encouraging open (7) <u>dialogue</u> and feedback within the company is also essential. Employees at all levels should feel comfortable sharing their opinions and concerns. This helps ensure that decisions are well-informed and consider multiple perspectives. Additionally, promoting diversity within leadership teams can provide a broader range of viewpoints, reducing the likelihood of *groupthink and the blind adoption of buzzwords.

9.   Leaders should also focus on critical thinking and due diligence. Instead of rushing to adopt the latest trends, they should carefully evaluate how these trends align with their company's goals and capabilities. This involves asking tough questions, conducting thorough research, and seeking advice from multiple sources to get a (8) <u>well-rounded</u> understanding.

10.   In conclusion, buzzword-driven leadership arises from competitive pressure, the (9) <u>allure</u> of quick fixes, external influences, psychological biases, and company culture. Addressing these issues requires a commitment to informed decision-making, critical analysis, and open communication. By taking these steps, leaders can better navigate the complexities of the modern business world and make more effective, well-informed decisions.

*exacerbate   悪化させる
 groupthink   集団内の強い一致や調和を重視するあまり、批判的な思考や多様な意見が抑制され、非合理的またはリスクの高い意思決定が行われる現象

問1 下線部(1)～(9)の語句の文中での意味として最も適切なものを、(A)～(D)の中から一つ選びなさい。

(1)	(A) look	(B) vanish	(C) pick	(D) act
(2)	(A) sloppy	(B) urgent	(C) blunt	(D) round
(3)	(A) weakness	(B) latency	(C) competence	(D) destination
(4)	(A) helpful	(B) worthless	(C) expensive	(D) dirty
(5)	(A) mixture	(B) prediction	(C) forecast	(D) comprehension
(6)	(A) arrived	(B) fulfilled	(C) contained	(D) separated
(7)	(A) blame	(B) oppression	(C) lecture	(D) talk
(8)	(A) angular	(B) extensive	(C) overweighted	(D) mean
(9)	(A) price	(B) meditation	(C) temptation	(D) ditch

問２ (1)〜 (5)の質問の答えとして最も適切なものを、(A)〜(D)の中から一つ選びなさい。

(1) Why might business leaders make hasty decisions using new technologies like AI, according to the paragraphs 1 and 2?

(A) They thoroughly understand the technology and its potential.

(B) They want their company to appear modern and competitive.

(C) They believe all trends are irrelevant to their business.

(D) They have a long-term strategy that prioritizes traditional methods.

(2) What is a potential risk when business leaders adopt new trends based on buzzwords, according to the paragraphs 3 and 4?

(A) The new trends are always successful and lead to growth.

(B) Leaders deeply understand the new technology before implementing it.

(C) Efforts may fail due to a lack of understanding and poor fit with the business model.

(D) Consultants' advice is always perfectly aligned with the company's needs.

(3) How do psychological factors like the bandwagon effect and the Dunning-Kruger effect contribute to poor decision-making in business leaders, according to the paragraph 5?

(A) They help leaders accurately assess their knowledge and the value of new trends.

(B) They cause leaders to carefully evaluate new trends before adopting them.

(C) They lead leaders to adopt trends simply because others do and overestimate their understanding.

(D) They prevent leaders from following popular trends and buzzwords.

(4) What is one way to prevent poorly informed decisions from persisting in an organization, according to the paragraphs 6, 7, and 8?

(A) discouraging employees from questioning higher-ups to maintain order.

(B) Relying solely on consultants to guide decision-making.

(C) Fostering a culture of continuous learning and open dialogue.

(D) Implementing new trends immediately to stay competitive.

(5) What is suggested as a key approach for leaders to avoid making poor decisions based on buzzwords, according to the passage?

(A) Quickly adopting the latest trends to stay ahead of competitors.

(B) Relying solely on external advice without internal evaluation.

(C) Focusing on critical thinking, thorough research, and due diligence.

(D) Ignoring psychological biases and following company culture without question.

Ⅱ 1〜12 の英文の空所に入る最も適切なものを、(A)〜(D)の中から一つ選びなさい 。
（ 24 点）

1. Even though the shortcut through the woods was faster, she knew _____ than to take it after dark.

  (A) less (B) more (C) better (D) superior

2. This is the same jacket _____ was worn by Johnny Depp in the movie.

  (A) as (B) than (C) to (D) for

3. Had it not been _____ my seat belt, I would have been killed.

  (A) to (B) on (C) by (D) for

4. I was made _____ outside the store while my friend quickly grabbed what we needed.

  (A) waited (B) to wait (C) wait (D) waiting

5. He had to get used to _____ early for his new job, especially since he would sleep in until noon.

    (A) wake up   (B) woke up   (C) waking up   (D) woken up

6. Henry worked _____ the harder because he had a child.

    (A) all   (B) same   (C) more   (D) as

7. She _____ called ahead if she knew she was going to be late.

    (A) should   (B) ought to   (C) ought to have   (D) ought have to

8. His doctor advised him _____ moderate exercise to maintain a healthy weight.

    (A) doing   (B) to do   (C) do   (D) did

9. Michell travelled around Japan _____ her own.

    (A) on   (B) in   (C) by   (D) for

10. It was not _____ I moved to a new city that I realized how much I missed my hometown.

    (A) natural   (B) between   (C) until   (D) necessary

11. Her dedication to her work is second to_____, making her one of the most respected professionals in the industry.

    (A) none   (B) third   (C) ponder   (D) last

12. I'd prefer _____ home tonight rather than go to the movies.

    (A) staying   (B) stay   (C) have stayed   (D) to stay

Ⅲ 1～ 4 の日本文と同じ意味になるように、(A)～(G)の語句を並べ替えて英文を完成させ、(1) ～ (12)の空所に入るものを記号で答えなさい。 (12 点)

1. 孟子は人間の本性は本来、善であり、人々は道徳的に成長する可能性を持つと説いた。

  Mencius (　) that (1) (　) is (2) good and that (　) have (3) for (　).

 (A) human   (B) inherently   (C) moral growth   (D) nature
 (E) people   (F) taught   (G) the potential

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２．スマートフォン依存は脳の報酬系に異常を引き起こし、スマホ依存行為を強化し他の依存症と同様の依存サイクルを生み出す。

Smartphone addiction is (4) abnormalities in the brain's （　）, reinforcing （　）and (5) （　） similar to （　） of （ 6 ）.

(A) a cycle of dependency   (B) addiction   (C) creating   (D) linked to

(E)other forms   (F) reward system   (G) the behavior

３．ヘレニズム文化において、仏像はしばしばギリシャの美術的要素と伝統的な仏教のテーマが融合した形で表現されている。主な特徴としては、現実的な人体の形、詳細な表情、そしてギリシャ彫刻を思わせる、流れるような衣服の描写が挙げられる。

In Hellenistic culture, Buddhist（　）often (7) a blend of Greek artistic elements（　）traditional Buddhist （　）; Key features (8) realistic human forms, （　） (9), and flowing drapery reminiscent of Greek sculptures.

(A) detailed   (B) exhibit   (C) facial expressions   (D) include

(E)statues   (F) themes   (G) with

４．チャールズ・ウィルソンは霧箱の発明によって放射線や高エネルギー粒子の軌跡を可視化した功績でノーベル賞を受賞した。

Charles Wilson was （　）the Nobel Prize for his （ 10) of the cloud chamber, which （　） (11) （　）to （　）the trajectories of radiation and (12).

(A)awarded   (B) high-energy particles   (C) invention   (D) it

(E) made   (F) possible   (G) visualize

IV これまでの自分の活動を振り返り、編入後の大学生活および大学卒業後の希望や計画について、 英語で 100 語程度の作文をしなさい。(26 点)