

**PART A: Vocabulary**

**Directions:** Choose the word or phrase (1) , (2), (3), or (4) that best completes each sentence. Then mark the correct choice on your answer sheet.

1. It's an issue we'll have to \_\_\_\_\_ at some point, no matter how unpleasant it is.  
 (1) confront                      (2) contain                      (3) construct                      (4) constant
2. One of the organization's aims is to \_\_\_\_\_ information about the disease.  
 (1) discriminate                      (2) disseminate                      (3) donate                      (4) terminate
3. Politicians should be \_\_\_\_\_ to the public who elected them.  
 (1) suitable                      (2) accountable                      (3) sizeable                      (4) indispensable
4. Solar heating is technically and economically \_\_\_\_\_.  
 (1) escapable                      (2) accountable                      (3) feasible                      (4) variable
5. What he said in court was not \_\_\_\_\_ with the statement he made to the police.  
 (1) detriment                      (2) consistent                      (3) synthetic                      (4) fervent
6. Life in Britain was transformed by the \_\_\_\_\_ of the steam engine.  
 (1) inspection                      (2) segment                      (3) gratification                      (4) advent
7. A businesswoman \_\_\_\_\_ one million dollars to the charity.  
 (1) donated                      (2) gratified                      (3) recognized                      (4) hospitalized
8. An inspiring teacher can \_\_\_\_\_ students to succeed.  
 (1) simulate                      (2) stimulate                      (3) violate                      (4) accumulate
9. In terms of population, California and New York rank first and second \_\_\_\_\_.  
 (1) respectively                      (2) respective                      (3) respecting                      (4) respectably
10. Prices of \_\_\_\_\_ foods such as wheat (گندم) and vegetables have also been increasing.  
 (1) staple                      (2) doable                      (3) unsuitable                      (4) reasonable
11. Vegetable prices \_\_\_\_\_ according to the season.  
 (1) indicate                      (2) fluctuate                      (3) terminate                      (4) reflect
12. I'm not going to forge his \_\_\_\_\_ for you!  
 (1) expenditure                      (2) signature                      (3) literature                      (4) adventure
13. The government may cut some \_\_\_\_\_ to farmers.  
 (1) substitutes                      (2) subunits                      (3) subjectives                      (4) subsidies
14. If we continue to \_\_\_\_\_ the Earth's natural resources, we will cause serious damage to the environment.  
 (1) clarify                      (2) sympathize                      (3) gratify                      (4) deplete
15. The rewards will be \_\_\_\_\_ with the efforts made.  
 (1) discriminate                      (2) commensurate                      (3) accumulate                      (4) indicate
16. Engineers are \_\_\_\_\_ to locate the source of the problem.  
 (1) hospitalizing                      (2) gratifying                      (3) endeavoring                      (4) disciplining

17. Does television adequately reflect the ethnic and cultural \_\_\_\_\_ of the country?  
 (1) invulnerability      (2) seniority      (3) diversity      (4) disability
18. He \_\_\_\_\_ having to explain his work to other people.  
 (1) presents      (2) resends      (3) resents      (4) assesses
19. This book is a/ an \_\_\_\_\_ resource for researchers.  
 (1) indispensable      (2) sizeable      (3) unstable      (4) refutable
20. \_\_\_\_\_ respect is necessary for any partnership.  
 (1) Detrimental      (2) Mutual      (3) Typical      (4) Rural
21. We're \_\_\_\_\_ the possibility of merging the two departments.  
 (1) looking forward      (2) looking up      (3) looking into      (4) looking after
22. Smoking certainly \_\_\_\_\_ to his early death.  
 (1) refuted      (2) substituted      (3) contributed      (4) absolved
23. The manager refused to \_\_\_\_\_ how much she earned.  
 (1) divide      (2) divulge      (3) defend      (4) devote
24. The company has no \_\_\_\_\_ for loss or damage to a passenger's property.  
 (1) seniority      (2) superiority      (3) charity      (4) liability
25. We should be encouraging new ideas, not \_\_\_\_\_ them.  
 (1) stifling      (2) striving      (3) sympathizing      (4) publishing
26. Mr. Packard was instrumental in \_\_\_\_\_ the Stanford Industrial Park in the 1950s.  
 (1) founding      (2) foundeding      (3) findationing      (4) finding
27. It was found that the company still \_\_\_\_\_ on the basis of race in promotions.  
 (1) alienated      (2) discriminated      (3) donated      (4) disseminated
28. It could threaten the peace and \_\_\_\_\_ of the country.  
 (1) relevance      (2) implication      (3) stability      (4) variance
29. It was suggested that the mutual security treaty with Japan be \_\_\_\_\_.  
 (1) intimated      (2) disseminated      (3) alienated      (4) abrogated
30. The disease has \_\_\_\_\_ doctors, who are unable to treat it.  
 (1) gratified      (2) baffled      (3) sympathized      (4) founded
31. The company's financial difficulties have \_\_\_\_\_ potential investors.  
 (1) differed      (2) encouraged      (3) invented      (4) deterred
32. The game had to be \_\_\_\_\_ due to bad weather.  
 (1) abandoned      (2) kept on      (3) continued      (4) differed
33. They have used the same process for almost 50 years with only minor \_\_\_\_\_.  
 (1) equation      (2) implication      (3) ration      (4) modifications
34. John \_\_\_\_\_ with a family in Bristol when he first started work.  
 (1) lives      (2) lodged      (3) leaves      (4) entailed

35. They were very \_\_\_\_\_ to start work as soon as possible.  
 (1) successive (2) abrogated (3) keen (4) cognitive
36. Fuel was \_\_\_\_\_ during the war.  
 (1) rationed (2) founded (3) founding (4) rationalizing
37. The new regulations will require unnecessary \_\_\_\_\_ of time and money.  
 (1) creature (2) conjecture (3) expenditure (4) literature
38. In business, there's always a/ an \_\_\_\_\_ between the needs of customers and shareholders.  
 (1) tension (2) affiliation (3) advent (4) prosperity
39. Repairing the roof will \_\_\_\_\_ spending a lot of money.  
 (1) represent (2) entail (3) defend (4) commensurate
40. Unfortunately, air quality is rapidly \_\_\_\_\_ in our cities.  
 (1) rationing (2) bettering (3) deteriorating (4) discriminating

**>>> GO TO NEXT PAGE >>>**

**PART B: Reading Comprehension**

**Directions:** Read the following two passages and choose the best choice (1), (2), (3), or (4). Then mark it on your answer sheet.

Most organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below at each successive level. There is clear line of command running down the pyramid. All the people in the organization know what decisions they are able to make, who their superior (or boss) is (to whom they report), and who their immediate subordinates are (to whom they can give instructions).

Yet the activities of most companies are too complicated to be organized in a single hierarchy. Shortly before the first world war, the French industrialist Henry Fayol organized his coal- mining business according to the functions that it had to carry out. He is generally credited with inventing functional organization. Today, most large manufacturing organizations have a functional structure, including (among others) production, finance, marketing, sales, and personnel or human resources departments. This means for example, that the production and marketing departments cannot take financial decisions without consulting the finance department.

51. The author mentions the disadvantage of .....

- |                                  |  |
|----------------------------------|--|
| 1) the functional structure      | 2) giving instructions to subordinates |
| 3) Fayol's functional categories | 4) single- hierarchy organizations     |

52. The word carry out in line 7 is closest in meaning to .....

- 1) export
- 2) move
- 3) exclude
- 4) execute

53. The pronoun "It" (line6) refers to .....

- |              |             |                         |                        |
|--------------|-------------|-------------------------|------------------------|
| 1) hierarchy | 2) function | 3) coal-mining business | 4) the first world war |
|--------------|-------------|-------------------------|------------------------|

54. The author refers to Fayol to show .....

- 1) the contribution of the French to coal mining
- 2) the importance of great industrialists
- 3) the necessity of functional organization
- 4) the division between the production and marketing departments

55. According to the passage, it is true that .....

- 1) a functional structure has five departments
- 2) Fayol developed a new type of organization
- 3) decision should not be made in production departments
- 4) There is only one person at the top of a hierarchical structure

## PASSAGE 2

During the past decade, vast numbers of executives have been schooled in the virtues of participative leadership. Perhaps no other management concept has received so much recent attention on management literature, in company training programs, and in the general press. Educators, in particular, have consistently admonished managers to open up their decision-making activities to their subordinates. Youthful critics of big business have also added fuel to the fire, contending that industrial organizations are too closed and undemocratic.

At the same time, however, there has been considerable confusion and diversity of viewpoint among management educators and social theorists over just what is meant by such a vague concept as participative leadership. To some, it means group decision making; to other, it is mutual goal setting; and to still others, it implies listening more and talking less.

These differing interpretations are further clouded by such abstract labels as theory Y and management by objectives. In addition, scholarly critics confuse the issue by arguing that managerial styles are idiosyncratic and are determined more by an executive's personality and early background experiences than by "charm schools" in participative leadership.

56. The second paragraph is mainly about..... .

- 1) different managerial styles
- 2) the various interpretations of participative leadership
- 3) abstract concepts in management
- 4) the personality of an executive

57. According to the passage, participative leadership..... .

- 1) has been used in training many executives
- 2) is unlikely to be a management concept
- 3) has not been dealt with in the general press
- 4) leads to confusing decisions

58. The word "contending" (line 5) is closest in meaning to .....

- 1) limiting
- 2) defining
- 3) arguing
- 4) analyzing

59. Scholarly critics do NOT .....

- 1) argue against schooling in participative leadership
- 2) support charm schools
- 3) believe in the particular nature of managerial styles
- 4) emphasize an executive personality

60. According to the passage, it is true that..... .

- 1) Management educators have different opinions about participative leadership
- 2) Youthful critics support closed industrial organization
- 3) Management by objectives is a type of theory Y
- 4) Participative leadership is often defined as mutual goal setting