

PART A: Vocabulary

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

1- Before you _____ to the next question, you should take some time to make sure you're happy with your answers so far.

- 1) prescribe 2) precede 3) proceed 4) preface

2- My first day of babysitting was an absolute _____; the kids spilled food all over the kitchen and they wouldn't listen to anything I had to say.

- 1) invasion 2) enigma 3) condemnation 4) fiasco

3- We were very unhappy with the _____ way the moving company tossed our boxes into our new house.

- 1) haphazard 2) impatient 3) initial 4) neutral

4- The author used _____ when he said the dog was "as big as a house."

- 1) shortsightedness 2) hyperbole 3) precision 4) pretension

5- I never thought you would get so upset about such a _____ matter.

- 1) contradictory 2) consistent 3) colloquial 4) trivial

6- The police wondered about the man's _____ for committing the crime.

- 1) inhibition 2) motive 3) impact 4) inspiration

7- While most club members have agreed with the decision, I expect Ricky to _____ forcibly.

- 1) dissent 2) vanish 3) avoid 4) abate

8- "It is my firm _____" said the candidate, "that family farms must receive government help."

- 1) speculation 2) safeguard 3) conviction 4) deprivation

9- You'll have a better chance of finding that unusual word if you look it up in a/an _____ dictionary.

- 1) skilled 2) publicized 3) cultured 4) unabridged

10- Because the hikers planned to reunite at 4:00 P.M., they paused to _____ their watches.

- 1) illuminate 2) reinforce 3) synchronize 4) chronicle

PART B: Cloze Passage

Directions: Read the following passage and decide which choice (1), (2), (3), or (4) best fits each space. Then mark your answer sheet.

Herbicides, also commonly known as weed killers, are pesticides used to kill unwanted plants. Selective herbicides kill specific targets, (11) the desired crop relatively unharmed. Some of these act by interfering with (12) and are often synthetic mimics of natural plant hormones. Herbicides used to clear waste ground, industrial sites, railways and railway embankments are not selective (13) all plant material with which they come into contact. Smaller quantities are used in forestry, pasture systems, and management of areas (14) as wildlife habitat.

Some plants produce natural herbicides, (15) the genus Juglans (walnuts), or the tree of heaven; such action of natural herbicides, and other related chemical interactions, is called allelopathy.

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|-----|------------------------|-------------------|--------------------------------|---------------|
| 11- | 1) they leave | 2) when left with | 3) while leaving | 4) by leaving |
| 12- | 1) the weed of growth | | 2) the growth of the weed | |
| | 3) the weed in growing | | 4) the growing of weed | |
| 13- | 1) and kill | 2) killer of | 3) to kill | 4) which kill |
| 14- | 1) where set aside | | 2) in which they are set aside | |
| | 3) that set aside | | 4) set aside | |
| 15- | 1) either | 2) such as | 3) or | 4) includes |

PART C: Reading Comprehension

Directions: Read the following three passages and answer the questions by choosing the best choice (1), (2), (3), or (4) best answers each question. Then mark the correct choice on your answer sheet.

PASSAGE 1:

The field of business requires multifaceted practices for real-world problems as much as or more than any other field. A business school expects that application skills and knowledge available to MBA graduates will be comparable to the skills and knowledge possessed by business professionals. Creating learning situations where knowledge can be acquired, organized, and applied, then, is a vital consideration for business educators. Case-based learning facilitates learning transfer and real-world applicability, which is the main concern in the teaching philosophy of business education.

Recent developments in advanced technology have received keen attention in the field of business education. More than 60 percent of schools that provide face-to-face courses have begun offering graduate courses via the web. Business schools have been aggressive leaders in this trend, and online education is highly regarded for MBA programs. Technology integration with case-based learning is also increasing in business education.

The integration of technology-supported instruction and case-based learning provides students with an environment to interact with a case in diversified ways and settings. Technology support enhances the quality of case-based activities due to its capacity to immediately make available the most current issues of a case on the web, allowing students to analyze and discuss them regardless of the students' location. In case-based learning in online environments, feedback that students get from instructors and experts provides them with timely insight as to how to address or solve a particular problem or situation embedded in a case. Furthermore, instructional multimedia components –text, video, animation, narration, etc. – can help students gain a richer comprehension of the concepts and principles surrounding the case. A case, which is called a story described with rich contexts of situations, problems, knowledge, and skills to be used, also serves as support that can help to transfer learning to various job settings. In other words teaching and learning via case studies is powerful and will undoubtedly become richer, more authentic, and more widely used in the coming decades.

16- What does the passage mainly discuss?

- 1) Key consideration for MBA students and instructors
- 2) Problems faced by MBA students in their actual experiences
- 3) Attitudes toward a case-based learning approach to online business education
- 4) The integration of technology-supported instruction and case-based learning in learning business education

17- It can be inferred from the passage that business educators _____.

- 1) need to take into account the practical application of skills and knowledge learning in business schools
- 2) doubt that MBA graduates are able to transfer their learning to job setting
- 3) believe that business education is based on shaky philosophical ground
- 4) are against the idea that business education should rely upon case-based learning in business schools

18- What is the writer's purpose in paragraph 2?

- 1) To describe a new approach to learning
- 2) To list the shortcomings of MBA programs
- 3) To refer to current trends in business education
- 4) To mention some recent technological developments

19- The underlined "them" in the third paragraph refers to _____.

- 1) environments 2) experts 3) instructors 4) students

20- The passage states that in online case-based learning _____.

- 1) feedback provision is delayed
- 2) multimedia makes the input more comprehensible
- 3) students' location might interfere with the interaction between students
- 4) students can barely learn to apply their knowledge to real-life situations

PASSAGE 2:

The methods used to settle disputes other than by recourse to the legal system are known as alternative dispute resolution (ADR). Negotiation is not part of the ADR lexicon; it is, however, the first step managers should take to settle a dispute. ADR has been widely used for decades to resolve commercial disputes; it is becoming more common to resolve disputes everywhere. ADR is private, inexpensive, and efficient – attributes that are especially important to organization in the public and private sectors. ADR includes binding and nonbinding arbitration (which may be voluntary or involuntary), mediation, mini-trials, neutral fact finding, and variations of these mechanisms. Each mechanism or variation has qualities that make it best for use in resolving a certain type dispute. For example, mediation is especially useful when the parties want to have a continuing relationship. Binding arbitration may be contractually required by some state and local governments as a means of resolving disputes. There are for-profit and non-for-profit private organizations that provide panels of arbitrators, mediators, and other experts in ADR.

Both mediation and arbitration involve the use of a neutral third party. Mediators and arbitrators have very different roles and training, however. Mediators are neutrals who work with the parties to achieve resolution of the dispute that is acceptable to them. Mediators have no authority to impose a settlement but use various techniques and persuasion to move the parties to a point where the dispute can be settled. The result is a contract between the parties that sets out the terms of the mediated statement. If mediation fails, arbitration may be used as the next step in ADR.

Arbitrators are neutrals who are appointed pursuant to a contract signed by the parties to a dispute. The contract states that the parties will abide by the decision of the arbitrator. The arbitrator has authority to conduct a quasi-legal proceeding, gather evidence, and render a decision. The decision is legally enforceable by the parties because of the contract they signed agreeing to arbitration.

21- Which of the following best describes the organization of the passage?

- 1) A question is raised and some answers are given.
- 2) A general concept is introduced and issues related to it are discussed.
- 3) A general concept is introduced and compared with other similar concepts.
- A) A conclusion is drawn and generalizations are made based on the conclusion

22- The passage states that mediators _____.

- 1) use persuasive techniques to reach an out-of-court settlement
- 2) are allowed to officially force a settlement of the conflict
- 3) may sometimes take sides when resolving certain types of disputes
- 4) intervene when the parties want to end their business relationship

23- It can be inferred from the passage that ADR works on the principle that _____.

- 1) when disputes arise, legal action should be the last resort
- 2) it is unlikely to reach a settlement of conflicts through legal action
- 3) negotiation is the most effective method of settling disputes in organizations
- 4) the main responsibility of a manager is to work out lower-cost ways to resolve disputes

24- The underlined "them" in the second paragraph refers to _____.

- 1) disputes 2) roles 3) neutrals 4) parties

25- Which of the following statements is true about arbitration?

- 1) It involves decision making.
- 2) It is useful when there is no third party.
- 3) It is a less effective method compared to mediation
- 4) It is a term that refers to the process of training mediators.

PASSAGE 3:

Differences in individualism and collectivism can be found in business organizations, although the terms used to describe organizational cultures are different. Some companies encourage "cut-throat" behavior as people compete against each other to climb "over each other" on their way to the top. Other companies are described as having a "family attitude" such that everyone worries more about the organization's success than about their own individual career success. Similarly, companies range in power distance from the very hierarchical "command and control" structure to the flat "learning organizations" where decision-making power is widely distributed.

The classical management model was formulated within the highly individualistic, high power distance culture of the Prussian army, and theorists have only recently begun to see the more collectivist, low power distance communities as a viable management alternative. As a result, the contemporary trend appears to be a shift from highly stratified organizations with many layers of management and strict lines of communication toward lean, flat organizational structures that boast of about fluid communication networks.

In reality, organizations vary, just as national cultures do, as a result of environmental factors that reward different ways of maintaining the individual/social balance intrinsic to every human being. The relationship rules in a stratified organization will explicitly support and maintain the status of those at the top of the organization, but so will the less obvious but equally strong roles that characterize a flat organization. In fact, many people find the subtle and sometimes ambiguous rules of a very flat organization to be more difficult to learn and use than the clear rules of a hierarchical one.

Regardless of the exact nature of the organization, its rhetorical nature dictates that its discourse norms will reinforce the power of those who have it, requires that individuals indicate respect for those who outrank others in the social system, and provides ways to smooth over the small conflicts that might get in the way of good social relationships. The tricky thing is that the symbols and signals change from one group to the next. Simple things like meeting attendance or the order of names on a routing slip can mean very little in one organization, but a great deal in another.

26- What does the passage mainly discuss?

- 1) The common norms of business culture
- 2) Differences between individualism and collectivism
- 3) Differences in communication culture in organizations
- 4) The communication rules of particular companies

27- The underlined "it" in the last paragraph refers to _____.

- 1) nature
- 2) norm
- 3) organization
- 4) power

28- According to the passage, the classical management model _____.

- 1) encourages distributed decision-making
- 2) is the product of a community with a high power distance
- 3) is in favor of open communication networks
- 4) regards organizations as flat structures

29- The passage states that the rhetorical nature of the organization _____.

- 1) has to do with simple things
- 2) supports those with higher status
- 3) is a collection of symbols and signals
- 4) only serves dispute-settling purposes

30- It can be inferred from the passage that flat organizations _____.

- 1) are not popular with the general public
- 2) don't have difficulty making people obeying their rules
- 3) disapprove of formal, authoritarian relationships
- 4) fail to maintain the individual / social balance