
SECTION I: Structure and Written Expression

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

186- Within the atmosphere _____, popularly called "greenhouse gases."
1) there is a number of important gases in small amounts
2) are small amounts of a number of important gases
3) are amounts of important gases in small number
4) small amounts of a number of important gases are

187- One study has found that subjects with shorter telomeres are more likely to develop cancers of the lung and kidneys than _____.
1) with longer telomeres
2) longer telomeres are
3) those with longer telomeres
4) ones with who have longer telomeres

188- In analyzing the poetry of Mona Feather, we are confronted with three different yardsticks _____.
1) in which to measure her work
2) which to use to measure her work
3) for her work to be measured
4) with which her work to be measured

189- The new manufacturing process should save us time overall, even though the first step of the five-step process will take _____ it does under the old process.
1) twice longer than
2) twice as long as
3) longer twice than
4) as long as twice

190- The glow from man actual black hole is too faint to see, so _____, physicists have built artificial black holes using quantum mechanical fluids.
1) they look for evidence
2) evidence to look for
3) evidence is looked for when
4) to look for evidence

191- A nonprofit organization in Motor City has proposed that local college students _____ the option to buy half-price monthly passes for the city's public transportation system.
1) be given
2) given
3) are given
4) to be given

192- _____ as "short-faced giant kangaroos", sthenurines roamed Australia for 12.5 million years before being wiped out 30,000 years ago.
1) To be known
2) They are known
3) To know
4) Known

193- Scientists _____ about budget cuts and job insecurity is nothing new.
1) complain
2) whose complaining
3) complaining
4) to be complaining

194- There are _____ that their surface temperature is a mere 4,000 degrees Fahrenheit.
1) so faint as blood-red dwarfs are cool
2) so cool as are blood-red dwarfs
3) faint blood-red dwarfs so cool
4) blood-red dwarfs as cool so

195- But what if there were no fossil fuels on Earth, or at least _____ easy to exploit.
1) nothing being
2) none that were
3) no one enough
4) none of them was

196- Black holes are ultra-dense concentrations of matter _____ a star or other massive body collapses.
1) left behind when
2) is left behind
3) when left behind
4) to leave behind when

197- It seems clear, then, that to develop on the basis of hydropower _____ fossil fuels, a civilization would have to develop hydroelectricity.

1) instead 2) other than 3) rather than 4) except

198- _____ returned to Earth than it seemed that women, too, had been smitten by an urge to fly.

1) The first intrepid male aviators safely and sooner
2) Safely and sooner had the first intrepid male aviators
3) Sooner than the first intrepid male aviators had safely
4) No sooner had the first intrepid male aviators safely

199- In nature, the less insect-like insects look, _____.

1) their chance of survival was better 2) the better their chance of survival
3) better was their survival chance 4) their survival chance the better

200- Homing pigeons are placed in a training program from about the time they are _____.

1) twenty-eight days of age 2) twenty- eight days aged
3) aging twenty- eight days 4) as old as are twenty- eight days

201- The fundamental similarity of liquids and gases becomes clearly apparent when the temperature and pressure _____.

1) raise somewhat 2) are raised somewhat
3) somewhat raising 4) somewhat raised

202- _____ with a light microscope, they also cannot be detected through their biological activity, except as it occurs in conjunction with other organisms.

1) Not only are viruses too small to be seen 2) Viruses are too small not only for seeing
3) Not only viruses are too small to be seen 4) To be seen viruses are not only too small

203- No matter how peaceable, sedentary or uninquisitive most ET civilization may be, ultimately they will all have a motive for interstellar migration, _____ no star lasts forever.

1) however 2) furthermore 3) then 4) because

204- Looking beyond Earth, two planets show strong evidence _____ environmental conditions suitable to originate life at some time in their history -- Mars and Europa.

1) which has 2) having 3) for having had 4) that they are

205- Even if children don't end up pursuing a particular subject, sport or instrument, _____, proficiency in one domain helps them understand how to build long-lasting skills in others.

1) when attained 2) though attaining 3) attaining 4) which attains

PART B:

***Directions*: Choose the word or phrase (1), (2), (3), or (4) that must be changed in order for the sentence to be correct. Then mark the correct choice on your answer sheet.**

206- A fruit (1) known as (2) amla in certain (3) parts of Asia is an excellent source of the vitamin C (4).

207- Adaptive self-organization (1) is the theme of Jamie Davies's *Life Unfolding*, that (2) tells the story of (3) how the human (4) body develops from the moment of conception.

208- Diverse people with diverse pursuits, interests (1), and talents however (2) with a singular dedication to excellence have made this university a world-renowned research university and medical center.

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3 4
209- Applicants should have a doctoral degree on a related field, and will be expected to teach and
1
mentor PhD, Masters and undergraduate students, as well as to develop an internationally recognized
2 3
research program that involves graduate students.
4
210- When wood is burned, oxygen rejoins with the carbon and hydrogen from the organic
1 2 3
compounds, releases stored energy.
4
211- The precise date of the first human occupation of Australia is likely to remain unknown, but
1 2
evidence has been uncovered to suggest human presence on the continent for at least 40,000 years
ago. 1 2
212- Although many associate the continent principally with areas of the business such as farming and
mining, both of them do have a long and successful history there, we should not make the mistake of
1
assuming that there is any less business innovation in Africa than in the industrialized nations.
2 3 4
213- It is only comparatively recently that we have become aware of the hauntingly beautiful sounds
1 2
are made by humpback whales.
3 4
214- Application software has been around for decades and allow the user to perform various tasks,
1 2 3
such as document manipulation or modification of digital images.
4
215- Desalination is being adopted as a solution for the problem of the scarcity of usable fresh water
1 2
in areas where demand has outstripped the sustainable supply.
3 4
216- If you are a subsistence farmer, grow enough food for your family and just a few more vegetables
1 2 3
to sell at the market, then you are unlikely to have high energy requirements.
4
217- Nearly a century ago, biologists found that if they separated an invertebrate animal embryo into
1 2
two parts at an early stage of their life, it would survive and develop as two normal embryos.
3 4
218- Five hundred healthy adults were allowed to sleep no more of five hours a night for one month.
1 2 3 4
219- Skydiving experts have noted that improvements in gear and training techniques have led to
1
fewer fatalities that they occurred in the sport's earlier years.
2 3 4

220- The name *influenza* is an Italian word it means (1) "influence"; Italians in the mid-18th (2) century called (3) the illness *influenza di freddo*, which means (4) "influence of the cold."

Section II: Vocabulary

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

221- Both computers cost the same and had the same features, so in the end I made a/an _____ decision about which one to buy.
1) peripheral 2) inconsistent 3) arbitrary 4) divergent

222- Compared to the previous manager, with his stammering and his frequently incomplete sentences, the new one was considered a highly _____ manager.
1) contentious 2) articulate 3) resolute 4) responsive

223- "When you make a mistake," my father advised me, "don't _____ the problem by apologizing profusely; just say you're sorry and get on with life!"
1) mediate 2) compound 3) proliferate 4) rebuke

224- A remarkable example of evolutionary _____ can be seen in the shark and the dolphin, two sea creatures that developed from different origins to become very similar in form and appearance.
1) convergence 2) impertinence 3) acceleration 4) anomaly

225- Public opinion is notoriously _____; a politician who is very popular one month may be voted out of office the next.
1) volatile 2) retaliatory 3) sporadic 4) effortless

226- The conversations were designed to _____ her authority so she felt that she could no longer work for the company.
1) appraise 2) hone 3) sustain 4) undermine

227- After the tragedy of TWA flight 800, many previously fearless flyers were filed with _____ whenever they stepped into an airplane.
1) seclusion 2) cataclysm 3) rigidity 4) trepidation

228- The celebrated lecturer had to wait 10 minutes for the applause to _____ before he began his speech.
1) ascertain 2) subside 3) scatter 4) permit

229- Those who had made donations to the charity were outraged to learn that its director had _____ millions on fancy dinners, first-class travel, and an expensive apartment for entertaining.
1) exaggerated 2) concealed 3) squandered 4) imposed

230- A professional athlete must be mentally _____, able to lose a game one day and come back the next with renewed enthusiasm and confidence.
1) reflective 2) paradoxical 3) anticipatory 4) resilient

231- _____ in a criminal trial may only be admitted to the extent that it has clear relevance to the question of guilt or innocence.
1) Perjury 2) Testimony 3) Treachery 4) Partiality

232- That diet is worthless. It's _____ all the basis minerals.
1) susceptible to 2) tantamount to 3) rife with 4) deficient in

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233- After months of declining sales, the vice president of sales was _____ to regional manager.
1) condemned 2) demoted 3) attuned 4) attributed

234- Marty is _____ in many mechanical skills, so he is valuable to the company.
1) ubiquitous 2) sufficient 3) versatile 4) beneficial

235- To _____ their parents, the children cleaned their rooms and started dinner.
1) gratify 2) corroborate 3) justify 4) contradict

236- Children _____ a lot of energy and may need more high-energy food than adults.
1) constrain 2) intensify 3) expend 4) exemplify

237- The issue has caused great tension between the two countries and could lead to a military _____.
1) impediment 2) fallacy 3) array 4) confrontation

238- After weeks of fighting, the weary but determined soldiers finally _____ their adversaries.
1) yielded 2) circumvented 3) abolished 4) vanquished

239- Despite what the scientist said, the volcano eruption is not _____, so do not be concerned!
1) indigenous 2) imminent 3) despicable 4) credulous

240- As an authority you are held accountable for any possible _____ of the decision you are making on our behalf.
1) incertitude 2) ramification 3) intimidation 4) lucidity

241- At the root of Candace's eating disorder is her habit of dealing with sadness by seeking _____ in food.
1) solace 2) refusal 3) blandness 4) sensitivity

242- A text message cannot _____ an actual phone call because it is incapable of expressing emotion.
1) supplant 2) correlate with 3) usher in 4) precede

243- Since Mrs. Stockton had treated everyone with _____ her whole life, no one attended her funeral.
1) elegy 2) detriment 3) vigilance 4) contempt

244- Because Gerald has such a hectic schedule, he considers the flexibility of online classes to be a huge _____.
1) redundancy 2) superficiality 3) boon 4) peril

245- Although this cleansing diet will _____ toxins from my system temporarily, my nutritionist warned me that they'll come right back if I return to my former bad eating habits.
1) retrieve 2) refute 3) purge 4) emit

SECTION III. Cloze Passage

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

Marketing gurus and brand managers worldwide complain about the erosion of customer loyalty. The global power of consumer brands is not what it was before, and marketers do not like it. They see their customers as (246) ---------- and ungrateful.

In reality, these marketers seem to lack the (247) ---------- required to understand the decline of brand loyalty. A review of the past decade shows that customers have not been (248) ---------- to established brands; in fact, quite the opposite.

But look at any typical block of TV network advertising in the US and you will see at least a quarter of the primetime advertisements (249) ---------- their target customers and prospects as (250) ---------- and fools. The truth is that established brands have not (251) ---------- their most loyal customers well. They charge more and more for less and less. Their innovations frequently add more complexity than (252) ----------. Their willingness to apologize and (253) ---------- customers for errors or mistakes is nil.

An (254) ---------- marketing view is that 'brand inertia' far more than 'brand loyalty' is the reason why so many customers have stayed with so many companies for so long. Those who switch are not being disloyal; they are being (255) ---------- in choosing brands.

The central marketing question for brand managers (256) ---------- is not 'how can we radically increase customer loyalty?' but 'how can we radically (257) ---------- our own loyalty to customers?'

Often, it is not a flawless service but the way a company deals with a mistake that (258) ---------- customer loyalty and return business. There are many examples of this. Airline reservation staff who do not charge the extra 'change fees' when customers (259) ---------- misbook a fixed-date flight. Mobile telephone operators who (260) ---------- and without complaint remove incorrect charges from the bill. These are less acts of 'customer service' than demonstrations of loyalty to customers.

246	1) cunning	2) fickle	3) maudlin	4) cognizant
247	1) discrepancy	2) literacy	3) kudos	4) acumen
248	1) unfaithful	2) naive	3) apposite	4) genuine
249	1) enhance	2) attain	3) depict	4) remove
250	1) idiots	2) highbrows	3) embezzlers	4) shoplifters
251	1) stereotyped	2) treated	3) enumerated	4) preserved
252	1) outcome	2) origin	3) attitude	4) value
253	1) scold	2) recognize	3) compensate	4) admit
254	1) accommodating	2) alternative	3) adept	4) anecdotal
255	1) colloquial	2) conciliatory	3) discriminating	4) irritable
256	1) therefore	2) otherwise	3) yet	4) although
257	1) arouse	2) lead	3) increase	4) relate
258	1) erodes	2) abates	3) involves	4) wins
259	1) necessarily	2) financially	3) accidentally	4) officially
260	1) regrettably	2) politely	3) intrinsically	4) blindly

SECTION IV. Reading Comprehension

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

Passage 1

Arcadia Outdoor Advertising Inc. is a successful advertising agency which specializes in creative outdoor advertising poster campaigns. The company organizational structure is decentralized and works on the basis of collaboration between all the creative and logistic teams in the company. Recruitment practices are rigorous and every effort is made to include only people with complementary skills and compatible personalities.

However, the bullying of a new recruit, Mary Anderson, by more senior members of one of the teams has recently come to light. The new employee mixes well with most of the staff but is being bullied by three female team members. They continually harass her by being rude, criticizing her performance and blaming her for their mistakes. One woman, who appears to be the instigator of the bullying, has been with the company for three years and is a key team member, while the other two have two years of service and a good performance record. The nature of the organizational structure means that the bullying situation is putting a strain on all the teams, who collaborate on a daily basis. Therefore, the situation is detrimental to the whole department's effectiveness.

The head of the department, Anna Kidder, needs to find a solution. She has tried talking to the 'bullies' but without success. The victim seems to be under a great deal of stress, the department's work is suffering and it reflects badly on Ms. Kidder's own promotion chances if the situation continues. Now she is wondering how to find a way out.

261- It can be understood from that passage that Arcadia Outdoor Advertising Inc. _____.

1) hires job applicants based on their long years of team work practice
2) follows a number of recruitment guidelines that vary considerably from one interview to another
3) is not lenient in its recruitment practices and hire those that fit in with its already determined objectives
4) makes sure that those who are hired are compatible enough not be easily bullied by other, more senior, members

262- Paragraph 1 is primarily intended to _____.

1) portray the function and working mechanism of the company
2) delineate the components of a successful advertising strategy
3) shed light on the source of a problem that is later discussed
4) explain why recruitment practices are organic to success in the corporate world

263- What is the best title for the passage?

1) Compatible Personalities in Team Work
2) Bullying; A Flaw without Borders
3) Bullies on a Team
4) Problem Solving

264- According to the passage, the employee who is bothered by others _____.

1) has the same sort of problems mingling with everyone
2) has fled to the new company to elude two bullies else where
3) is a new hire who is less senior than those who exasperate her
4) would not have been harassed if she had reported the case to more senior members

265- According to the passage, Mary Anderson _____.

1) makes more mistakes than expected
2) is sometimes unfairly censured for mistakes committed by others
3) has only been with the company for only three years and has recently joined a new work group
4) is part of a democratically run work group on which there are the most domineering senior managers of the company

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266- All of the following can describe the situation Anna Kidder is in EXCEPT _____.

1) certitude 2) dilemma 3) quandary 4) challenge

267- The passage states that Mary Anderson's problem _____.

1) can easily be handled by a proficient top manager
2) has had reverberations not yet felt by other teams in the company
3) has got to be resolved in one way or another in that it would make the company collapse altogether
4) has negatively affected other teams in the company and is, if not checked, likely to slow down the efficiency of the company

268- The passage is likely to continue with a discussion of which of the following?

1) Effects of a managers's indecision on productivity
2) Ways to prevent problems rather than how to handle them
3) What Ms. Kidder would do to resolve the problem facing her company
4) Why Ms. Kidder, ought to concern herself more with the problem at hand rather than worrying about her chances of promotion

Passage 2

Recognition, according to the theory, involves a basic social acknowledgement of human worthiness that underlies forms of social participation. Honneth predicates recognition theory on the premise that people's well-being is founded on a social acceptance of their presence as a member of a community. Garnering philosophical argumentation and empirical results from developmental psychology, Honneth argues that such acceptance is a *sine qua non* of self-esteem and healthy psychological functioning.

Although few would disagree that people depend to a large extent on those around them to provide emotional support and a sense of belonging, the idea of recognition has some subtleties that make it conceptually more complex. First, Honneth claims that recognition contains an affirmative or positive social regard for actors. Affirmation, however, is different from agreement, and for Honneth it is possible to hold fundamental disagreements with others and still recognize them socially, begging the question as to what exactly the affirmative stance is an affirmation of. Second, and relatedly, recognition is considered a precognitive basis for social relations, implying that it precedes particularistic judgment about others' opinions and behavior. Following a long tradition of critical philosophy, affirmation of human dignity arises from one's nature as a human subject and a participant in society rather than from the position one inhabits in society. Resulting from this, a third aspect of recognition follows that recognitive bases underlie most if not all forms of social relations, a claim to universality that gives recognition its power and also, as we will see, creates difficulties for the theory.

Applied to the workplace, recognition implies a willingness to view colleagues as meaningful contributors to an organizational community, what Honneth and Margalit describe as a 'motivational readiness' to take other people seriously. Related constructs that are well researched in the organizational literature include organizational identification, value alignment or prosocial attitudes. However, recognition is somewhat different because, while these concepts all involve some kind of substantive sharing of attitude features among organizational members (e.g. identity roles, values, objectives), recognition only requires a mutual willingness to exist together. In this sense, recognition might be thought of as necessary but not sufficient for a wide array of other prosocial constructs studied in the workplace.

269- What is the best title for the passage?

1) Mismatch between Theory and Practice
2) Inconsistencies in a Model
3) Testability of a Theory
4) Recognition Theory and the Workplace

270- What is the primary purpose of the passage?

1) To clarify an ambiguity
2) To discredit an theory
3) To critique a theory
4) To suggest an alternative

271- The word *"sine qua non"* in paragraph 1 could best be replaced by which of the following?

1) A flash in a pan
2) Part and parcel
3) The sword of Damocles
4) Red herring

272- What does paragraph 2 mainly discuss?

1) Diverse versions of the recognition theory
2) The pros and cons of a particular theoretical model
3) The challenges propounded by those against the recognition theory
4) What the underlying component parts of the recognition theory actually are

273- The word "it" in paragraph 2 refers to _____.

1) self-esteem 2) idea of recognition 3) emotional support 4) subtlety

274- The author states that what exactly the affirmative stance is an affirmation of _____.

1) justifies the claim why people in disagreement with you can affirm your position
2) is a premise that is what Honneth's recognition theory is built on
3) poses an inconsistency that can actually never be removed
4) is a question whose answer is not provided by Honneth

275- Which of the following best describes the tone of the last three sentences of the second paragraph?

1) Commendation 2) Acrimony 3) Paradox 4) Irresolution

276- According to the passage, when applied to the workplace, the recognition theory _____.

1) cannot account for all prosocial constructs
2) becomes, as predicted by its initiators, counterproductive
3) disintegrates and is only left with 'motivational readiness' to take other people seriously
4) is not even strong enough to accentuate the role of mutual willingness of workers to exist together

277- According to the passage, prosocial constructs related to the workplace are said to be _____.

1) indeterminate
2) well researched
3) great in number
4) all limited to mutual willingness to exist

Passage 3

The ritual of handing out sweets to employees every Wednesday morning at SAS, probably the world's biggest software maker, has come to symbolize the famously employee-friendly culture that Jim Goodnight, the CEO, has cultivated at his firm. Every aspect of life on the large, leafy SAS campus in Cary, North Carolina, is designed to bring the best out of employees by treating them well. Most SAS employees have their own office, for example, with the exception of one sales team which wanted to be open-plan.

Since its foundation in 1976, the company has provided free snacks and subsidized cafes. The SAS campus also offers magnificent sports facilities, subsidized child-care and early schooling, and the jewel in the crown, its own healthcare centre, free to staff. SAS estimates that this has reduced its health bills by around $2.5m a year. It also has a long term "wellness" program, supported by two nutritionists and a "lifestyle education "scheme, which is expected to yield further cost savings. Already, the average SAS worker is off sick for only 2.5 days a year.

The only popular employee benefit that SAS does not offer is a stock-option package, usually mandatory in the software industry. That is because it is a privately owned company.
"We don't have to deal with Sarbanes-Oxley or minority shareholders suing us every time we turn around, or 25-year-old Wall Street analysts telling us how to run our business," Mr. Goodnight says enthusiastically.

Not surprisingly, employees tend to stick around, which means SAS has to be careful whom it recruits and severe in dealing with mistakes: a philosophy that Mr. Goodnight calls "Hire hard, manage open, fire hard". The average rate of staff turnover at SAS is around 4% a year, compared with around 10% in the software industry as a whole. A few years ago a business-school professor calculated that this alone saved SAS $85m a year in recruitment and training costs.

Mr. Goodnight points out that it is not just the benefits that keep people at SAS – "it's the challenge of the work." SAS is a leader in the field of "business intelligence", which helps companies use data to understand their own businesses. As other software has become increasingly commoditized, business intelligence has become a hot field. His goal is to remain in the more interesting, higher value added parts of the software business- not least, presumably, to prevent his employees from getting bored.

278- According to the passage, it is true that handing out sweets to employees at SAS _____.

1) Has made this company an epitome of employee- friendly companies
2) Is mocked by most analysts as a populist measure that actually works to the detriment of the concerned employees
3) Is an example of a number of other special benefits that SAS has made available to those who work for it
4) exemplifies the fact that whatever done to mollify employees, no matter how trivial it might seem at first glance, goes a long way to bridge the gap between employees and management

279- Which of the best describes the SAS campus?

1) Flamboyant 2) Ostentatious 3) Rustic 4) Verdant

280- The passage states that one sales team decided to be open-plan _____.

1) to help make room for other teams to work more independently
2) to manifest their fealty to the company by this cost-cutting measure
3) because they themselves thought that that way they would be better off
4) because they wanted to show their flexibility to work under various working conditions

281- What the word "jewel" in paragraph 2 refers to?

1) Child-care service and early schooling
2) Precious stones the employees receive annually
3) The money the employees save by not having to care for their health conditions
4) A particular employee-oriented benefit scheme that has saved the company about around $2.5m a year

282- It can be understood from the passage that getting employment at SAS _____.

1) is hard due to the sophisticated mission of the company
2) is easier than it is at other companies
3) equals a guaranteed life-long job
4) should not be an easy process

283- According to the passage, the company SAS saves $85m a year due to the fact that _____.

1) staff turnover is low
2) its staff members work wholeheartedly
3) everyone working at SAS is a real expert
4) absenteeism from work is lower than it is at the national level

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284- In what paragraph does the author reveal more specific information about the work area of SAS as a company?

1) Paragraph 1 2) Paragraph 2 3) Paragraph 4 4) Paragraph 5

285- Which of the following best reveals the author's attitude towards the way SAS treats its staff?

1) Mild skepticism 2) Impassivity 3) Endorsement 4) Amusement