

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. The report _____ the need for improved safety.
(1) highlights (2) passes away (3) expires (4) pollutes
2. You'll have _____ opportunity to ask questions after the talk.
(1) heedless (2) ample (3) acute (4) abrupt
3. She _____ slightly before answering the inspector's question.
(1) endured (2) hesitated (3) wandered (4) abhorred
4. Unfortunately, we were not _____ of the full facts.
(1) reluctant (2) hazy (3) cognizant (4) ignorant
5. Unfortunately, all the police's efforts to find him were in _____.
(1) wane (2) vain (3) vane (4) vein
6. It was difficult for the police to _____ the angry crowd.
(1) abhor (2) appreciate (3) abjure (4) pacify
7. The book's success has _____ everyone's expectations.
(1) surpassed (2) hesitated (3) hindered (4) pacified
8. Her progress certainly hasn't been _____ by her lack of experience.
(1) insisted (2) hindered (3) endured (4) articulated
9. She's a/an _____ reader of historical novels.
(1) avid (2) disastrous (3) dwelling (4) detriment
10. Police have not so far been able to _____ a confession from the people accused of the bombing.
(1) extort (2) flee (3) commend (4) collapse
11. House prices had _____ a further twenty per cent.
(1) articulated (2) soared (3) refused (4) wasted
12. Attempts to restrict parking in the city centre have further _____ the problem of traffic congestion.
(1) calmed (2) aggravated (3) collapsed (4) hesitated
13. It was a political _____ which damaged a lot of reputations.
(1) novice (2) morality (3) enthusiasm (4) scandal
14. It's _____ whether a university degree helps at all.
(1) disloyal (2) novice (3) numerous (4) debatable
15. I took the coat back to the shop to have it _____.
(1) reckoned (2) altered (3) found out (4) founded out
16. We should be basing our decisions on solid facts, not _____ and hunches.
(1) pardons (2) catastrophes (3) inclinations (4) novices
17. The suspect _____ (that) he had been at home all evening.
(1) pacified (2) collapsed (3) affirmed (4) endured
18. The pot is made to _____ high temperatures.
(1) appreciate (2) collapse (3) withstand (4) teem
19. I was feeling emotions that I found difficult to _____.
(1) articulate (2) amend (3) archive (4) waste
20. His mother's death when he was aged six had a very _____ effect on him.
(1) integral (2) profound (3) transparent (4) delighted
21. They have plenty of money now, but they still tend to be _____.
(1) integral (2) acute (3) thrifty (4) condensed
22. There's some sort of _____ on the railway tracks.
(1) summit (2) accordance (3) obstruction (4) interaction
23. Angela quickly _____ the amount on her fingers.
(1) conned (2) reckoned (3) endured (4) refused
24. To be perfectly _____ with you, I don't think she's the woman for the job.
(1) delicate (2) current (3) recent (4) frank

25. She must have done something wrong, because she's looking so _____.
 (1) guilty (2) archival (3) thorough (4) wishful
26. I _____ discrimination of any kind.
 (1) abhor (2) hasten (3) unify (4) pacify
27. Evolution occurs as a result of _____ to new environments.
 (1) agenda (2) adaptation (3) transparency (4) adoption
28. In _____ with her wishes, she was buried in France.
 (1) appearance (2) morality (3) accordance (4) enthusiasm
29. Until the constitution is _____, the power to appoint ministers will remain with the president.
 (1) narrated (2) occupied (3) neglected (4) amended
30. The law _____ the sale of cigarettes to people under the age of 16.
 (1) hesitates (2) forbids (3) cons (4) pacifies
31. _____ drivers are responsible for a large portion of all accidents.
 (1) Novel (2) Renounced (3) Reckoned (4) Novice
32. One by one the witnesses _____ the sequence of events which led up to the disaster.
 (1) narrated (2) occupied (3) abhorred (4) happened
33. She was found several hours later, _____ the streets, lost.
 (1) winning (2) wondering (3) waning (4) wandering
34. World leaders will meet next week for their annual economic _____.
 (1) surrender (2) summit (3) catastrophe (4) commensurate
35. She felt she had been _____ into buying the car.
 (1) deviated (2) concentrated (3) conned (4) underestimated
36. Journalists had insisted on getting to the front line of the battle, _____ of the risks.
 (1) heedless (2) ignoring (3) underestimating (4) careful
37. Those explosions must have been _____ to our departure, because we didn't hear anything.
 (1) followed (2) preceded (3) subsequent (4) simultaneous
38. Technological advances have taken much of the _____ out of the assembly line and car plant.
 (1) drudgery (2) technology (3) summit (4) works
39. He's a/an _____ part of the team and we can't do without him.
 (1) archival (2) integral (3) detrimental (4) accustomed
40. When it's hot, it's best to _____ your thirst with water
 (1) distinguish (2) tell apart (3) quench (4) punish
41. The government wants peace, but will not hesitate to _____ if attacked.
 (1) narrate (2) cease (3) abhor (4) retaliate
42. It soon became _____ that we had a major problem.
 (1) occupied (2) endured (3) conned (4) apparent
43. The hotel is in the city centre, close to shops and local _____.
 (1) disasters (2) shortages (3) amenities (4) outbreaks
44. You can't offer such a low salary to someone who is so highly skilled - it's _____.
 (1) satisfying (2) consulting (3) insulting (4) consultant
45. He claimed that the way he'd been treated was a _____ of his civil rights.
 (1) repetition (2) violation (3) inclination (4) admiration
46. I'm not _____ to being treated like this.
 (1) costumed (2) accustomed (3) conned (4) occupied
47. Recent research seems to _____ his theory.
 (1) corroborate (2) focus (3) commend (4) compensate
48. Parents don't want their children going to _____ schools.
 (1) excellent (2) tremendous (3) mediocre (4) narrated
49. The company has decided to _____ all UK operations after this year.
 (1) reckon (2) cease (3) corroborate (4) wander
50. The lecturer _____ his point with a diagram on the blackboard.
 (1) illustrated (2) expired (3) hastened (4) withstand

PART B: Reading Comprehension

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

Directions: Read the following four passages and answer the questions.

PASSAGE 1:

J. Burnham, in the *Managerial revolution* (1941), suggested that the rise of professional managers would create a new class to replace the old ruling class of capitalists. Along with A.A. Berle and G.C. Means (1932), he was responsible for highlighting changes in the way modern firms were run, with the managerial employee replacing the owner as the controller of the corporation. This separation of the ownership of firms from their administration and control resulted from the way share ownership was becoming fragment and dispersed among numerous small shareholders instead of being concentrated in a few hands.

Some commentators believed that the new influence of salaried employees at the top of corporations would lead to changes in the running of firms. Managers were thought no longer to maximize profits like old-style capitalist owner and to be more socially responsible. In particular, as R. Dahrendorf (1959) suggested, it was thought that the nature of managerial authority would change creating, a new state of shared interests in place of the old conflicts between labor and capital. Managerial legitimacy was thought to depend on managers' claims to technical and professional competence.

51. The main idea of the passage is that managers.....

- 1) are responsible for changes in capitalism
- 2) should allow salaried employers to run firms
- 3) now help owner to maximize profits
- 4) have gained more power in capitalist societies

52. The word "highlighting" (line 3) is closest in meaning to

- 1) controlling
- 2) emphasizing
- 3) introducing
- 4) making

53. With the managerial revolution

- 1) corporation will increase employee's salaries
- 2) managerial authority is becoming fragmented
- 3) the old ruling class will lose some of its power
- 4) the conflict between managers and workers has increased

54. According to the passage, Burnham

- 1) believed that managers formed a new class
- 2) was the father of the managerial revolution
- 3) made some changes in the way modern firms were run
- 4) cooperated with Berle and means to run modern firms

55. According to the passage, it is true that

- 1) small shareholders are becoming less powerful
- 2) firm owner are no longer firm administrator
- 3) Dahrendorf suggests that all interest be shared by employees
- 4) managers technical competence should not affect their legitimacy

PASSAGE 2:

The process of management has two important attributes. Management is in one sense an economic resource that comprises the technical functions connected with administering other resources. These include planning, organizing, and integrating a complex division of labor and directing the activities that occur within an enterprise. Management is secondly a structure of control, which ensure the compliance of subordinates and the direction of their activities along the lines laid down from above.

The social control aspect has become prominent in sociology. Starting from the premise that subordinates do not share the same interests as management-which may variously be explained as a consequence of exploitation as in Marxist accounts, of an inevitable conflict between those with and without authority as in R. Dahrendorf's account (1959), or of the competing claims between wages and profits-attention is focused on how managers persuade or compel others to comply with their commands. From this perspective, a large part of the history and development of management in the twentieth century may be seen as the attempt to impose control over potentially recalcitrant employees. The control issue can also be applied to managers, since subordinate managers do not always share the interests and objectives of their superiors, and there is now recognition that management is not necessarily homogeneous or united. Conflicts within management are also the subject of organization theory.

56. The passage is mainly concerned with

- 1) how to control subordinates
- 2) the social aspect of management
- 3) the economic resources of managers
- 4) a sociological perspective on the division of labour

57. The word "premise" (line 7) is closest in meaning to

- 1) preference
- 2) preparation
- 3) principle
- 4) promise

58. From a sociological perspective, managers.....

- 1) should stop attempting to control all employees
- 2) are not provided with enough interest
- 3) do not form a unified group
- 4) are unhappy to be subordinates

59. According to the passage, management

- 1) has better be based on the lines laid by employees
- 2) is important in sociology just as planning and organizing
- 3) helps to administer resources in economic function
- 4) is the only source of authority from Dahrendorf's view point

60. The word "These" (line 3) refers to

- 1) attributes
- 2) functions
- 3) processes
- 4) resources

61. According to the passage, it is NOT true that.....

- 1) there are conflicts among managers
- 2) according to Marxism managers contribute to exploitation
- 3) management as a process has both social and economic aspects
- 4) management has a secondary role in controlling activities

Passage 3:

Another condition of administration is the establishment of a distinction between administrators and political office-holders. The distinction has, not surprisingly, been variously pursued through the history of administrative reforms and administrative sciences and among political systems. The Westminster model is peculiar. It provides for an elected and partisan minister who is at once a member of a collectively responsible cabinet and an amateur and changing extrinsic chief of a specific type of administrative organization. However, there have been politically significant variations in ministerialization, in recruitment and formation, and in the professional and legal status of administrative performance as between the generalistic Oxbridge Anglophonic ideal, the Napoleonic codification of schools, service and administrative law, and the American Jeffersonian ambivalence about spoils, appointments and business or academic careers.

Politics and administration, however, are always in a necessary alliance in order to secure resources, foster institutional legitimating, manage conflicts, facilitate the delivery of services, and invent policy themes. Therefore, administration is not quite bureaucratic in Palmerston's sense of government by appointed office-holders. Yet it is bureaucratic in the sort of organizations it institutionalizes, in those peculiar methods of work and, above all, in its justifications by equity of process rather than substantive outcomes.

62. The paragraph before this passage is probably about.....

- 1) the distinction between administrators and office-holders
- 2) the establishment of administration
- 3) the conditions of administration
- 4) the Westminster model

63. The word "foster" (line 12) is closest in meaning to

- 1) favor
- 2) elect
- 3) appoint
- 4) develop

64. On the basis of the Westminster model ,.....

- 1) there may be no distinction between politics and administration
- 2) office- holders should be elected by organizations
- 3) ministers do not support a particular group or idea
- 4) a minister should not manage any organization

65. According to the passage, politics

- 1) can secure resources with the help of administration
- 2) needs various resources to manage conflicts
- 3) is bureaucratic from Palmerston's viewpoint
- 4) should be based on a partisan model