

PASSAGE 1:

One can study the administrative functions that develop, implement, and monitor the environmental policy of an organization. An Environmental Management System (EMS) is a framework that helps a company to achieve its environmental goals through consistent control of its operations. The assumption is that this increased control will improve the environmental performance of the company. The EMS itself does not dictate a level of environmental performance that must be achieved; each company's EMS is tailored to the company's business and goals.

Reviewing the company's environmental goals, analyzing its environmental impacts and legal requirements, setting environmental objectives and targets to reduce environmental impacts and comply with legal requirements, establishing programs to meet these objectives and targets, monitoring and measuring progress in achieving the objectives, ensuring employees' environmental awareness and competence, reviewing progress of the EMS and making improvements are among the basic elements of an EMS.

Instead of adapting to changing environmental circumstances, the organization can seek to modify its environment. Vertical and horizontal collaboration, i.e. cooperation or integration with other organizations in the industry value system are typical means of reducing uncertainty. An example of reducing uncertainty in relation to the prior or demanding stage of the industry system is the concept of Supplier-Retailer collaboration or Efficient Customer Response.

16- What would the possible topic be for the above passage?

- | | |
|----------------------------------|--|
| 1) Environmental Management | 2) Administrative Management |
| 3) Management Business and Goals | 4) Vertical and Horizontal Collaboration |

17- According to the passage, an EMS is a framework that helps a company to achieve its environmental goals through _____ control of its operations.

- | | | | |
|-----------------|-------------|----------------|------------|
| 1) professional | 2) frequent | 3) symmetrical | 4) erratic |
|-----------------|-------------|----------------|------------|

18- The author _____ that the increased control of the company's operations will _____ its environmental performance.

- | | |
|---------------------------|------------------------|
| 1) supposes – deteriorate | 2) assumes – aggravate |
| 3) imagines – worsen | 4) presume – enhance |

19- Which of the following is NOT regarded by the author among fundamental elements of an EMS?

- 1) Ignoring progress in obtaining environmental objectives.
- 2) Setting programs to ensure environmental objectives and targets.
- 3) Determining environmental goals to decrease environmental effects
- 4) Examining the company's environmental effects and legal requirements.

20- If the author is right, then the concept of efficient customer response is an _____.

- 1) instance of increasing uncertainty concerning the demanding stage of the industry system
- 2) instance of decreasing uncertainty regarding the demanding stage of the industry system
- 3) example of vertical and horizontal collaboration with other organizations
- 4) example of vertical and horizontal integration with other organizations

PASSAGE 2:

Concerning the behavioral science theory of management, mainly developed at Carnegie Mellon University and prominently represented by Barnard, Richard M. Cyert, March and Simon, most of what goes on in service organizations is actually decision making and information processes. The crucial factor in the information and decision process analysis is thus individuals' limited ability to process information and to make decisions under these limitations.

According to March and Simon, organizations have to be considered as cooperative systems with a high level of information processing and a vast need for decision making at various levels. They also claimed that there are factors that would prevent individuals from acting strictly rationally, in opposite to what has been proposed and advocated by classic theorists. Instead of using the model of the economic man, as advocated in classic theory, they proposed the administrative man as an alternative based on their argumentation about the cognitive limits of rationality.

21- What does the passage mainly discuss?

- | | |
|--------------------------|---------------------------|
| 1) Service Organizations | 2) Cooperative Systems |
| 3) Behavioral Science | 4) Information Management |

22- According to the behavioral science theory of management, decision making and information processes _____.

- 1) comprise nearly all of what occurs in service organizations
- 2) comprise most of what goes on in profitable organizations
- 3) are developed by Barnard, Richard M. Cyert, March and Simon
- 4) are developed by scientists and theorists at Carnegie Mellon University

23- On the basis of the information and decision process analysis, individuals' limited ability to process information and to make decisions under these limitations is the _____.

- | | | | |
|-------------------|---------------------|-----------------------|--------------------|
| 1) trivial factor | 2) decisive element | 3) peripheral element | 4) trifling factor |
|-------------------|---------------------|-----------------------|--------------------|

24- One can infer from the passage that individuals act _____ according to classic theorists.

- | | | | |
|---------------|-----------------|--------------|-----------------|
| 1) incredibly | 2) surprisingly | 3) logically | 4) irrationally |
|---------------|-----------------|--------------|-----------------|

25- The author finally states that March and Simon _____ limits of rationality.

- 1) suggest the administrative man due to the functional
- 2) propose the economic man because of the cognitive
- 3) propose the economic man because of the functional
- 4) suggest the administrative man due to the cognitive

PASSAGE 3:

One can discuss a method of planning and managing project execution designed to deal with uncertainties inherent in managing projects, while taking into consideration limited availability of resources (physical, human skills, as well as management & support capacity) needed to execute projects called CCPM.

CCPM is an application of the Theory of Constraints (TOC) to projects. The goal is to increase the flow of projects in an organization (throughput). Applying the first three of the five focusing steps of TOC, the system constraint for all projects is identified as are the resources. To exploit the constraint, tasks on the critical chain are given priority over all other activities. Finally, projects are planned and managed to ensure that the resources are ready when the critical chain tasks must start, subordinating all other resources to the critical chain.

The project plan should typically undergo resource leveling, and the longest sequence of resource-constrained tasks should be identified as the critical chain. In some cases, such as managing contracted sub-projects, it is advisable to use a simplified approach without resource leveling.

26- What does the passage mainly discuss?

- | | |
|--------------------------------------|-----------------------------------|
| 1) Theory of Constraints on Project | 2) Planning and Managing Projects |
| 3) Critical Chain Project Management | 4) Multi-project Environments |

27- According to the passage, CCPM is designed to deal with uncertainties _____ in managing projects.

- | | | | |
|--------------|-------------|-------------|-----------|
| 1) essential | 2) acquired | 3) ordinary | 4) gained |
|--------------|-------------|-------------|-----------|

28- Why is the Theory of Constrains applied to projects?

- 1) In order to give priority over all other activities.
- 2) In order to give superiority over all other activities.
- 3) In order to reduce the stream of projects in an organization.
- 4) In order to multiply the stream of projects in an organization.

29- If the author is right, then projects are planned and managed to _____ that the resources are ready when the critical chain must start, making _____ all other resources to the critical chain.

- | | |
|----------------------------|----------------------------|
| 1) make sure – subservient | 2) make sure – independent |
| 3) confirm – autonomous | 4) confirm – self-reliant |

30- The author obviously states that the project should _____ resource leveling.

- | | |
|---------------------------|-------------------------|
| 1) particularly symbolize | 2) regularly get rid of |
| 3) specially represent | 4) normally experience |