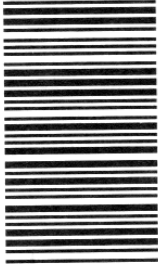


کد کنترل

261

C



261C

نام:

نام خانوادگی:

محل امضا:

عصر پنج‌شنبه ۹۶/۲/۷ دفترچه شماره ۲		 <p>«اگر دانشگاه اصلاح شود مملکت اصلاح می‌شود.» امام خمینی (ره)</p> <p>جمهوری اسلامی ایران وزارت علوم، تحقیقات و فناوری سازمان سنجش آموزش کشور</p>	
<b>آزمون ورودی دوره‌های کارشناسی ارشد ناپوسته داخل - سال ۱۳۹۶</b>			
<b>مجموعه مدیریت کسب و کار و امور شهری - کد ۱۱۴۸</b>			
مدت پاسخگویی: ۵۵ دقیقه		تعداد سؤال: ۱۲۰	
عنوان مواد امتحانی، تعداد و شماره سؤالات			
ردیف	مواد امتحانی	تعداد سؤال	از شماره تا شماره
۱	زبان تخصصی (انگلیسی) برای داوطلبان رشته مدیریت کسب و کار	۶۰	۱۵۶ تا ۲۱۵
۲	زبان عمومی و تخصصی (انگلیسی) برای داوطلبان رشته مدیریت امور شهری	۶۰	۲۱۶ تا ۲۷۵

این آزمون نمره منفی دارد.  
استفاده از ماشین حساب مجاز نیست.

حق چاپ، تکثیر و انتشار سؤالات به هر روش (الکترونیکی و ...) پس از برگزاری آزمون، برای تمامی اشخاص حقیقی و حقوقی تنها با مجوز این سازمان مجاز می‌باشد و با متخلفین برابر مقررات رفتار می‌شود.

زبان تخصصی (انگلیسی) برای داوطلبان رشته مدیریت کسب و کار:

**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.

- 156- ----- originated in Germany and northern Italy in the middle of the fifteenth century.
- 1) With engraving growing out of the goldsmith's art
  - 2) The goldsmith's art of engraving, the growth out of which
  - 3) Engraving, which grew out of the goldsmith's art,
  - 4) That the goldsmith's art of engraving grew and
- 157- Most of these towns boasted at least one major flat-topped mound on which -----.
- 1) stood a temple that contained a sacred flame
  - 2) a sacred flame in a temple contained and stood
  - 3) a temple stood that contained a sacred flame
  - 4) there stood a temple with a sacred flame that contained it
- 158- Passengers traveled in a variety of stagecoaches, the most common of which had four benches, each ----- three persons.
- 1) held
  - 2) of those held
  - 3) to hold
  - 4) holding
- 159- The dominant salt in Death Valley is halite, or sodium chloride, but other salts, mostly carbonates and sulfates, also cause prying and wedging, -----.
- 1) and ordinary ice too
  - 2) and ordinary ice does
  - 3) as does ordinary ice
  - 4) as well as ordinary ice
- 160- An interviewer can obtain a high response rate because people find it more difficult to turn down a personal request for an interview ----- a written questionnaire.
- 1) than to throw away
  - 2) to throw away than
  - 3) than what they throw away as
  - 4) rather than throwing away
- 161- New observations about the age of some globular clusters in our Milky Way galaxy have cast doubt on a long-held theory-----.
- 1) of the galaxy was formed how
  - 2) according to which the galaxy formed
  - 3) that the galaxy was formed
  - 4) about how the galaxy was formed
- 162- From 1965 to 1988, spending on food in the United States climbed 46 percent. But over that same period, spending on food to be consumed at home—purchased mainly from supermarkets—grew -----.
- 1) up to as many as only 20 in percentage
  - 2) only 20 in percentage terms
  - 3) by only 20 percent
  - 4) for as many as 20 percentage

- 163- The reason the system is now government-owned is precisely that in 1979 its original private owners -----.
- 1) operated it to go bankrupt
  - 2) went bankrupt operating it
  - 3) went bankrupt to operate it
  - 4) by operating it went bankrupt
- 164- Adding ethanol to the gasoline ----- while slightly increasing evaporation from gasoline tanks in cars and service stations.
- 1) used in cars reduces exhaust emissions
  - 2) reduces exhaust emissions are used in cars
  - 3) is used for exhaust emissions to reduce by cars
  - 4) in cars for using to reduce exhaust emissions
- 165- Rheumatic fever occurs only when, in defending against streptococcal infection, ----- also attack the cells of the heart and kidneys.
- 1) the antibodies that the body's immunological system produces
  - 2) the body's immunological system produces antibodies
  - 3) producing antibodies that the body's immunological system
  - 4) the body produces antibodies for the immunological system which they

**PART B: Vocabulary**

**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.

- 166- The ----- in her speech can put off almost anyone; she urgently needs to tone down the harsh words she uses.
- 1) impediment
  - 2) ambiguity
  - 3) fluctuation
  - 4) acerbity
- 167- Now that I've finished all the work ----- to me, let me help you with yours.
- 1) alleged
  - 2) allocated
  - 3) alluded
  - 4) attributed
- 168- The bullet wound did not ----- the suspect enough to slow him down during the chase.
- 1) enervate
  - 2) amputate
  - 3) grab
  - 4) slaughter
- 169- Despite all the media campaigns focusing on bullying, the practice is still ----- in schools.
- 1) consistent
  - 2) malicious
  - 3) prevalent
  - 4) disputable
- 170- Pyrite is a mineral that is known as fool's gold or ----- gold because it bears a striking resemblance to the precious metal.
- 1) marginal
  - 2) preposterous
  - 3) counterfeit
  - 4) pretentious
- 171- Being a ----- Muslim, he makes it a point to offer his prayers five times a day despite his busy schedule.
- 1) benevolent
  - 2) belligerent
  - 3) solitary
  - 4) devout

- 172- While I was expecting that the principal would be enraged at my complaint against the teacher, I was more than pleasantly surprised when he ----- me for having the courage to speak up.
- 1) lauded  
2) recognized  
3) required  
4) asserted
- 173- When I looked at the sculpture up close, I saw a few ----- blemishes and realized the art was not perfect.
- 1) fraudulent  
2) lustrous  
3) steady  
4) discernible
- 174- While the other states in the country are on the path to prosperity, this one particular state is moving in the opposite direction and is becoming ----- in all respects.
- 1) autonomous  
2) decadent  
3) idiosyncratic  
4) prodigal
- 175- The man's ----- became evident when we found out that the company he had been talking about existed only on paper.
- 1) dichotomy  
2) duplicity  
3) humiliation  
4) infamy

### **PART C: 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.

A free market is a system in which the prices for goods and services are determined by the open market and consumers, in which the laws and forces of supply and demand are free from any (176) ----- by a government, price-setting monopoly, or other authority. It is a result of a need being, then the need being met. A free market (177) ----- a regulated market, in which government intervenes in supply and demand through various methods such as tariffs used to (178) ----- trade and protect the economy. In a free-market economy, prices for goods and services are set (179) ----- by the forces of supply and demand and are allowed to reach their point of (180) ----- without intervention by government policy, and it typically (181) ----- support for highly competitive markets and private ownership of productive enterprises. In turn free markets are deregulated, which (182) ----- claim can lead to monopolies forming with results in poor production methods, and poor quality product being created and consumed.

Although free markets are commonly associated with capitalism within a market economy in contemporary usage and popular culture, free markets have also been advocated by free-market anarchists and some (183) ----- of cooperatives and advocates of profit sharing.

Critics of the free market have argued that, in real world situations, it has proven to be (184) ----- to the development of price fixing monopolies. Such reasoning has led to government intervention, (185) ----- the United States antitrust law.

Two prominent Canadian authors argue that government at times has to intervene to ensure competition in large and important industries. Naomi Klein (186) ----- this roughly in her work *The Shock Doctrine* and John Ralston Saul more humorously shows this through various examples in *The Collapse of Globalism and the Reinvention of the World*. While its supporters argue that only a free market can create

(187) ----- competition and therefore more business and reasonable prices,  
 (188) ----- say that a free market in its purest form may result in the opposite.  
 According to Klein and Ralston, the (189) ----- of companies into giant  
 corporations or the privatization of government-run industry and national assets often  
 result in monopolies (or oligopolies) (190) ----- government intervention to force  
 competition and reasonable prices. Another form of market failure is speculation,  
 where transactions are made to profit from short term fluctuation, rather from  
 the intrinsic value of the companies or products.

- |      |                 |                    |                  |                   |
|------|-----------------|--------------------|------------------|-------------------|
| 176- | 1) stimulation  | 2) affection       | 3) intervention  | 4) detention      |
| 177- | 1) relies on    | 2) originates from | 3) culminates in | 4) contrasts with |
| 178- | 1) restrict     | 2) aggravate       | 3) tolerate      | 4) pursue         |
| 179- | 1) briefly      | 2) freely          | 3) harshly       | 4) redundantly    |
| 180- | 1) conquest     | 2) equilibrium     | 3) gratification | 4) credibility    |
| 181- | 1) lends        | 2) acquires        | 3) divulges      | 4) entails        |
| 182- | 1) critics      | 2) ascetics        | 3) optimists     | 4) comrades       |
| 183- | 1) scribes      | 2) felons          | 3) proponents    | 4) counselors     |
| 184- | 1) beneficial   | 2) injurious       | 3) provocative   | 4) susceptible    |
| 185- | 1) e.g.         | 2) i.e.            | 3) et al.        | 4) P.S.           |
| 186- | 1) annotates    | 2) illustrates     | 3) deems         | 4) threatens      |
| 187- | 1) healthy      | 2) haphazard       | 3) unilateral    | 4) contradictory  |
| 188- | 1) clairvoyants | 2) conservatives   | 3) opponents     | 4) arbiters       |
| 189- | 1) abridging    | 2) compromising    | 3) merging       | 4) varying        |
| 190- | 1) defaming     | 2) affecting       | 3) notifying     | 4) requiring      |

**PART D: Reading Comprehension**

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

**PASSAGE 1:**

Human beings have long inhabited the region of the Nile River valley in the area that is now modern-day Egypt. At some point around 5000 B.C. they began to grow crops and keep domesticated animals, and to live in small permanent settlements. Over time these settlements increased in size, with some outstripping others until they formed centers that controlled surrounding areas up and down the Nile River. In the late Predynastic period (3600-2920 B.C.) in Upper Egypt there were political centers at Hierakonpolis, Naqada. The cemeteries serving these towns show that social stratification was well developed. For instance, at Hierakonpolis a number of tombs stand out by reason of their wealth in funerary equipment and the quality of their construction. One even had decorated walls, and was almost certainly built for a late Predynastic ruler of the region.

Although these cities and their subject regions were separate political entities, they all shared a common culture, today called Naqada II/III after the archaeological site at Naqada where it was first encountered. Because there are no written texts from this period, the evidence for the culture comes from its material remains recovered

through archaeological excavation and from the art forms that some of these items display. Naqada II/III is distinguished from earlier cultures of Upper Egypt by its greatly increased social stratification and the growing sophistication of its products. Continuity is shown, however, by the manufacture of stone maceheads attached to handles and used as weapons, and of stone palettes used to grind green and black pigments to make eye paint, since both had also been produced in the preceding periods. One immediately recognizable product is a type of decorated pottery that is painted in red line on a light yellow background. The subject matter includes boats, plants, animals, and human beings disposed over the surface of the vessel.

In the north of Egypt, where different geographical conditions make excavation more difficult, some sites have been discovered that show that for most of the Predynastic period the north was culturally distinct from—and less rich than—the south.

- 191- It can be inferred from the passage that prior to 5000 B.C., inhabitants of the Nile River valley -----.
- 1) constructed richly decorated tombs
  - 2) established powerful political centers
  - 3) developed a thriving agricultural system
  - 4) moved around from place to place
- 192- The word "others" in paragraph 1 refers to -----.
- 1) human beings
  - 2) crops and domesticated animals
  - 3) settlements
  - 4) centers
- 193- The word "One" in paragraph 1 refers to -----.
- 1) town
  - 2) tomb
  - 3) quality
  - 4) construction
- 194- The word "that" in paragraph 2 refers to -----.
- 1) culture
  - 2) excavation
  - 3) remains
  - 4) art forms
- 195- The author refers to ancient Egyptian burial practices in order to show that the Egyptians had -----.
- 1) devised simple funeral rituals
  - 2) inhabited the region since before 5000 B.C.
  - 3) constructed buildings very quickly
  - 4) developed a class-based society
- 196- According to the passage, information about the Naqada II/III culture is derived from which of the following?
- 1) Items unearthed by archaeologists and others
  - 2) The sophistication of the social structure
  - 3) The discovery of a number of written texts
  - 4) Comparisons with settlements in modern-day Egypt
- 197- According to the passage, the "manufacture of stone maceheads" mentioned in paragraph 2 indicates that the Naqada II/III culture -----.
- 1) produced sophisticated tools for its builders
  - 2) used stone in preference to other materials
  - 3) decorated its items with complicated art forms
  - 4) showed a direct connection with earlier cultures

- 198- All of the following statements are true about the decorated pottery mentioned in the passage EXCEPT -----.
- 1) it has a yellowish color and red designs
  - 2) it is decorated with green and black pigments
  - 3) it has drawings of people and animals
  - 4) it is easily identifiable by experts
- 199- All of the following statements are true about the north of Egypt in most of the Predynastic period EXCEPT -----.
- 1) it includes some physical barriers to easy excavation
  - 2) it was not as rich as the south was
  - 3) it allowed no excavations to take place
  - 4) it was not culturally the same as the south
- 200- Which of the following best describes the author's attitude towards the subject of the passage?
- |                |              |
|----------------|--------------|
| 1) Neutrality  | 2) Amusement |
| 3) Disapproval | 4) Hesitance |

**PASSAGE 2:**

The vision of a far more free-flowing, less hidebound corporation, ready to change strategic direction fast, is shared by Lowell Bryan, a director at McKinsey. He may be a 30-year veteran of the firm, but he discusses these ideas with the enthusiasm of a new hire.

'You have to give up the pretence that you can predict the future,' he says. 'This is about managing much more dynamically. It is a complex, adaptive world, and leaders have to navigate their way through it. How can you say today what the economy will be like even six months from now?'

Leaders need to show a bit more humility while living with all this. 'Strategy is really an evolving idea which develops over a long period, on a long and winding road,' he says. 'And this world calls for just-in-time decision-making.'

Adapt to survive. The danger for successful companies, Mr. Bryan says, is that over time they lose the very abilities or qualities that earned them their market-leading position in the first place. They no longer have the same flexibility, awareness and resilience they once did. Building in some slack—unscheduled meeting time, for instance—might create the space where some resilience can be re-established, Mr. Bryan adds.

- 201- What is the main topic of the passage?
- 1) The development of decision-making ability in corporate leaders
  - 2) Trends in developing long-term strategies
  - 3) Strategy formulation in the new era
  - 4) The weaknesses of old-style strategic planning
- 202- Based on the information in paragraph 1, which of the following statements about Lowell Bryan is true?
- 1) He spent thirty years studying companies which focused their strategy on change.
  - 2) He favors companies which rethink their strategy when required.
  - 3) He has been the director of several hidebound corporations such as Mckinsey.
  - 4) He works as fast as a seasoned employee.

- 203- Which of the following best describes the function of the question raised in the second paragraph?
- 1) It suggests that businesses will be more successful if they improve their economic outlook.
  - 2) It insists that businesses are unlikely to thrive in the first six months.
  - 3) It encourages strategy officers to find ways of predicting the future.
  - 4) It emphasizes that the economic outlook is uncertain.
- 204- The word "winding" in paragraph 3 is closest in meaning to -----.
- 1) twisting
  - 2) broad
  - 3) perplexing
  - 4) important
- 205- In paragraph 4, what is the author's purpose in mentioning "flexibility, awareness and resilience"?
- 1) To name the factors that help businesses maintain their position in the market
  - 2) To indicate that survival rather than adaptability must be the main strategic goal of businesses
  - 3) To demonstrate that well-run businesses earn their market-leading position the hard way
  - 4) To list the qualities that are common to all businesses

**PASSAGE 3:**

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 fickle and ungrateful. In reality, these marketers completely misunderstood the decline of brand loyalty. A review of the past decade shows that customers have not been unfaithful 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 show their target customers and prospects as idiots. The truth is that established brands have not treated their most loyal customers well. They charge more and more for less and less. Their 'innovations' frequently add more complexity than value. Their willingness to apologize and compensate customers for errors or mistakes is nil.

An alternative 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 discriminating in choosing brands. The central marketing question for brand managers therefore is not 'how can we radically increase customer loyalty?' but 'how can we radically increase our own loyalty to customers?'

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



- 206- What is the author's main purpose in the passage?
- 1) To discuss the impact of marketing on consumers
  - 2) To present a new approach to promoting brand loyalty
  - 3) To explain marketing techniques for promoting brands
  - 4) To criticize consumer behavior in terms of brand loyalty
- 207- All of the following are examples of how companies treat customers badly EXCEPT they -----.
- 1) show advertisements which are humorous
  - 2) set prices which do not match what they offer
  - 3) do not respond appropriately to customers' problems
  - 4) design new products which are more difficult to use
- 208- Which of the following best describes the author's attitude toward those who complain that these days customers are fickle?
- |                  |                |
|------------------|----------------|
| 1) Indifferent   | 2) Unfavorable |
| 3) Complimentary | 4) Sympathetic |
- 209- The word "that" in paragraph 4 refers to -----.
- |                                     |                                  |
|-------------------------------------|----------------------------------|
| 1) mistake                          | 2) loyalty                       |
| 3) the service offered by a company | 4) way of dealing with a mistake |
- 210- According to the passage, why do most customers stay loyal to brands?
- 1) The quality of their products is so good.
  - 2) Too much choice stops them from changing brands.
  - 3) Sort of laziness keeps them from switching to other brands.
  - 4) They are attracted to their advertising.

**PASSAGE 4:**

According to another argument in favor of corporate social responsibility, the more responsibly companies act, the less the government must regulate them. This idea, if accurate, would likely appeal to those corporations that typically view regulation with distaste, perceiving it as a crude and expensive way of achieving social goals. To them, regulation often imposes inappropriate, overly broad rules that hamper productivity and require extensive recordkeeping procedures to document compliance. If companies can use more flexible, voluntary methods of meeting a social norm such as pollution control, then government will be less tempted to legislate norms.

The argument can be taken further. Not only does anticipatory corporate action lessen the likelihood of government regulation, but also social involvement by companies creates a climate of trust and respect that reduces the overall inclination of government to interfere in company business. For example, a government agency is much more likely to show some leniency toward a socially responsible company than toward one that ignores social plights.

Perhaps the most persuasive argument in favor of corporate involvement in social causes is that such involvement actually makes good business sense. Consumers often support good corporate images and avoid bad ones. For example, consumers generally prefer to patronize stores with "easy return" policies. Even though such policies are not required by law, companies institute them because they create goodwill. In the long run, enhanced goodwill often rebounds to stronger profits. Moreover, corporate actions to improve the well-being of their communities make these communities more attractive to citizens and more profitable for business.

- 211- What does the paragraph preceding the passage most probably discuss?
- 1) How the government regulates companies
  - 2) An argument against the societal role of business corporations
  - 3) What responsibilities a corporation has concerning social needs
  - 4) A reason why companies should be responsible to society
- 212- According to paragraph 1, government regulation is not favored by some corporations because they-----.
- 1) believe full compliance with it is almost impossible
  - 2) do not want to submit private documents to the government
  - 3) view it as a barrier to productivity
  - 4) do not generally keep records of their past activities
- 213- The word "plights" in paragraph 2 could best be replaced by -----.
- 1) prospects
  - 2) procedures
  - 3) priorities
  - 4) problems
- 214- Which of the following is true of corporate involvement in social affairs?
- 1) The government takes unfair advantage of businesses to achieve social goals.
  - 2) The majority of corporations disapprove of it because it incurs extra costs.
  - 3) It influences the relationship between the government and corporations positively.
  - 4) It is likely to benefit citizens more than businesses in the long run.
- 215- Which of the following best expresses the information in the underlined statement in the passage?
- 1) Companies try to create goodwill by adopting particular policies, even though law on this issue does not cover all such policies.
  - 2) Companies introduce particular policies to create goodwill, although law does not force them to do so.
  - 3) In spite of restrictive laws, companies manage to create goodwill through particular policies.
  - 4) With particular policies, companies create goodwill because law wants them to.

زبان عمومی و تخصصی (انگلیسی) برای داوطلبان رشته مدیریت امور شهری:

**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.

- 216- The recycling of municipal solid waste is widely seen as an environmentally preferable alternative to the prevailing practices of incineration and ----- in landfills.
- 1) being dumped
  - 2) to dumping
  - 3) to dump
  - 4) of dumping
- 217- ----- that persistently poor readers showed brain activity in some of the same regions as normal readers.
- 1) Though the discovery was more surprising
  - 2) Though more surprising, the discovery was
  - 3) More surprising, though, was the discovery
  - 4) The discovery was, though, more surprising

- 218- Perhaps the most ironic aspect of the struggle for survival is how easily organisms can be harmed by ----- they desire. The trout is caught by the fisherman's lure, the mouse by cheese.
- 1) that which
  - 2) the one that
  - 3) that
  - 4) one of which
- 219- -----, thought Verity, his birthday party will be the best ever!
- 1) He knows little if only
  - 2) Little does he know
  - 3) It is only little he knows
  - 4) If only he knew little
- 220- From a nutritional perspective, what is extraordinary about our large brain is how much energy it consumes—roughly 16 times ----- muscle tissue per unit weight.
- 1) greater
  - 2) much more than
  - 3) of the energy by
  - 4) as much as
- 221- Eventually Europe's middle classes emulated the aristocracy, ----- a taste not only for restaurants but for all the new cuisine.
- 1) and developed
  - 2) developing
  - 3) to develop
  - 4) by developing
- 222- Although we now tend to refer to the various crafts according to the materials used to construct them—clay, glass, wood, fiber, and metal—it was once common to think of crafts in terms of function, ----- known as the "applied arts."
- 1) which led to their being
  - 2) this led to what is
  - 3) it led to its being
  - 4) that led to being
- 223- -----, so hard to predict, surely accounts for much of its present—and past—popular allure.
- 1) So mysterious the weather remains
  - 2) Remaining so mysterious as the weather
  - 3) That weather remains so mysterious
  - 4) The weather remains as mysterious as and
- 224- Though no human is likely to fall into a black hole anytime soon, imagining what would happen if they did ----- some of the biggest mysteries in the universe.
- 1) as a great way of probing
  - 2) is a great way to probe
  - 3) probed as a great way
  - 4) and probing as a great way for
- 225- It has been frequently assumed, but not proved, that the majority of the migrants in what has come to be called the Great Migration came from rural areas -----.
- 1) to be motivated by two concurrent factors
  - 2) with two concurrent factors to motivate it
  - 3) and were motivated by two concurrent factors
  - 4) two concurrent factors of that motivated it

**PART B: Written Expression**

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

- 226- Allowing<sup>1</sup> only a small role for cultural forces in the form<sup>2</sup> of individual "preferences," these sociologists tend to view all human's behavior<sup>3</sup> as directed primarily by the principle of maximizing economic gain<sup>4</sup>.
- 227- Because there are very more<sup>1</sup> women in white-collar jobs, an increase in<sup>2</sup> the proportion of female members has accompanied<sup>3</sup> the occupational shift and has altered union policy-making in favor of organizing women and addressing women's<sup>4</sup> issues.
- 228- Having being established<sup>1</sup> such a chronology, it is necessary to determine the relative amounts<sup>2</sup> of land ice that existed at various times<sup>3</sup> in the Earth's past.<sup>4</sup>
- 229- In contrast to<sup>1</sup> traditional analyses of minority business<sup>2</sup>, the sociological analysis contend<sup>3</sup> that minority business ownership is a group-level phenomenon, in that<sup>4</sup> it is largely dependent upon social-group resources for its development.
- 230- Nanotechnology is much<sup>1</sup> discussed these days like<sup>2</sup> an emerging frontier, a realm<sup>3</sup> in which machines operate at scales<sup>4</sup> of billionths of a meter.
- 231- Dutch elm disease<sup>1</sup>, which is caused by the fungus *C. ulmi* is spread<sup>2</sup> by adult scolytid beetles, has<sup>3</sup> already destroyed 70 percent of<sup>4</sup> the elms in Greenwood Forest.
- 232- It is well known that human tears<sup>1</sup> often serve to moisten the eye<sup>2</sup>, protecting<sup>3</sup> it from infection, and wash<sup>4</sup> away irritants.
- 233- Some manufacturers of computer software<sup>1</sup> have proposed cutting costs by<sup>2</sup> distributing instruction manuals for their programs on computer disks<sup>3</sup> only, so that computer users can refer to them on a computer screen than rather<sup>4</sup> having to deal with unwieldy printed manuals.

- 234- A chemical company claims that, since only one of 520 rats were given high doses of a new artificial sweetener developed cancer while all the others remained healthy, the sweetener is not carcinogenic for human beings.  
1 2  
3 4
- 235- If water continues to be drawn from the streams at the present rate, in about 30 years the resulting drop in the water level of Mono Lake will trigger a chain reaction ending to the destruction of the ecosystem of the lake.  
1 2 3  
4

**PART C: Vocabulary**

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

- 236- During the bomb threat, the teacher was ----- and did not let her students know how worried she was.  
1) imperturbable 2) adamant  
3) arrogant 4) conciliatory
- 237- When my husband lost his job, it meant many of our home improvement plans would not come to -----.  
1) ramification 2) feasibility  
3) fruition 4) execution
- 238- Though the destruction to property was significant, the natural disaster helped ----- the tension between the two communities by bringing them together against a common cause.  
1) abolish 2) abridge  
3) admonish 4) alleviate
- 239- Most companies have realized that in any project, despite careful planning, some ----- are bound to come up and are unavoidable.  
1) subtleties 2) facets  
3) pitfalls 4) obligations
- 240- Though people believe that witchcraft does not exist nowadays, there are certain villages where witchcraft and black magic still -----.  
1) prevails 2) malfunctions  
3) degenerates 4) compromises
- 241- For some reason, Chuck loved to help his mother whenever he could, so when his mother asked him to set the table he did so with -----.  
1) conformity 2) alacrity  
3) indifference 4) sympathy
- 242- The detective ----- pursued the case for nearly six months, and finally his hard work paid off as he found the crucial piece of evidence against the stockbroker.  
1) slothfully 2) recklessly  
3) assiduously 4) simultaneously

- 243- The storm brought the baseball game to a halt and then ----- enough for the players to retake the field.
- 1) subsided
  - 2) sufficed
  - 3) sustained
  - 4) submerged
- 244- Because there was a ----- of evidence, the district attorney had to drop the charges.
- 1) justification
  - 2) synopsis
  - 3) synthesis
  - 4) dearth
- 245- Though most analysts have welcomed the budget with great enthusiasm describing it as a path-breaking budget, there are some skeptics who are not convinced and believe that the economy will not really ----- from the various proposals.
- 1) withdraw
  - 2) elicit
  - 3) benefit
  - 4) arise
- 246- I've often told my roommate that he needs to do something about his ----- habits, but he refuses to listen and still keeps his possessions in the most untidy way.
- 1) hasty
  - 2) slovenly
  - 3) cowardly
  - 4) imprecise
- 247- Individuals who are serious about becoming doctors should be prepared to ----- a demanding educational journey.
- 1) traverse
  - 2) resist
  - 3) overshadow
  - 4) challenge
- 248- Jennifer actually reached the ----- in her profession when she won both a Golden Globe and an Academy Award in the same year.
- 1) affirmation
  - 2) inauguration
  - 3) accessibility
  - 4) zenith
- 249- During his speech, the president took a moment to ----- those politicians who were not working to end the budget crisis.
- 1) replace
  - 2) condemn
  - 3) shun
  - 4) foretell
- 250- He was already a little plump, so his doctor strictly advised him to stay away from fatty foods if he did not want to become -----.
- 1) sluggish
  - 2) greedy
  - 3) obese
  - 4) frugal

**PART D: Reading Comprehension**

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

**PASSAGE 1:**

Human beings have long inhabited the region of the Nile River valley in the area that is now modern-day Egypt. At some point around 5000 B.C. they began to grow crops and keep domesticated animals, and to live in small permanent settlements. Over time these settlements increased in size, with some outstripping others until they formed centers that controlled surrounding areas up and down the Nile River. In the late Predynastic period (3600-2920 B.C.) in Upper Egypt there were political centers at Hierakonpolis, Naqada. The cemeteries serving these towns show that social stratification was well developed. For instance, at Hierakonpolis a number of tombs stand out by reason of their wealth in funerary equipment and the quality of their construction. One even had decorated walls, and was almost certainly built for a late Predynastic ruler of the region.

Although these cities and their subject regions were separate political entities, they all shared a common culture, today called Naqada II/III after the archaeological site at Naqada where it was first encountered. Because there are no written texts from this period, the evidence for the culture comes from its material remains recovered through archaeological excavation and from the art forms that some of these items display. Naqada II/III is distinguished from earlier cultures of Upper Egypt by its greatly increased social stratification and the growing sophistication of its products. Continuity is shown, however, by the manufacture of stone maceheads attached to handles and used as weapons, and of stone palettes used to grind green and black pigments to make eye paint, since both had also been produced in the preceding periods. One immediately recognizable product is a type of decorated pottery that is painted in red line on a light yellow background. The subject matter includes boats, plants, animals, and human beings disposed over the surface of the vessel.

In the north of Egypt, where different geographical conditions make excavation more difficult, some sites have been discovered that show that for most of the Predynastic period the north was culturally distinct from—and less rich than—the south.

- 251- It can be inferred from the passage that prior to 5000 B.C., inhabitants of the Nile River valley -----.
- 1) constructed richly decorated tombs
  - 2) established powerful political centers
  - 3) developed a thriving agricultural system
  - 4) moved around from place to place
- 252- The word "others" in paragraph 1 refers to -----.
- 1) human beings
  - 2) crops and domesticated animals
  - 3) settlements
  - 4) centers

- 253- The word "One" in paragraph 1 refers to -----.
- 1) town
  - 2) tomb
  - 3) quality
  - 4) construction
- 254- The word "that" in paragraph 2 refers to -----.
- 1) culture
  - 2) excavation
  - 3) remain
  - 4) art forms
- 255- The author refers to ancient Egyptian burial practices in order to show that the Egyptians had -----.
- 1) devised simple funeral rituals
  - 2) inhabited the region since before 5000 B.C.
  - 3) constructed buildings very quickly
  - 4) developed a class-based society
- 256- According to the passage, information about the Naqada II/III culture is derived from which of the following?
- 1) Items unearthed by archaeologists and others
  - 2) The sophistication of the social structure
  - 3) The discovery of a number of written texts
  - 4) Comparisons with settlements in modern-day Egypt
- 257- According to the passage, the "manufacture of stone maceheads" mentioned in paragraph 2 indicates that the Naqada II/III culture -----.
- 1) produced sophisticated tools for its builders
  - 2) used stone in preference to other materials
  - 3) decorated its items with complicated art forms
  - 4) showed a direct connection with earlier cultures
- 258- All of the following statements are true about the decorated pottery mentioned in the passage EXCEPT -----.
- 1) it has a yellowish color and red designs
  - 2) it is decorated with green and black pigments
  - 3) it has drawings of people and animals
  - 4) it is easily identifiable by experts
- 259- All of the following statements are true about the north of Egypt in most of the Predynastic period EXCEPT -----.
- 1) it includes some physical barriers to easy excavation
  - 2) it was not as rich as the south was
  - 3) it allowed no excavations to take place
  - 4) it was not culturally the same as the south
- 260- Which of the following best describes the author's attitude towards the subject of the passage?
- 1) Neutrality
  - 2) Amusement
  - 3) Disapproval
  - 4) Hesitance



**PASSAGE 2:**

The vision of a far more free-flowing, less hidebound corporation, ready to change strategic direction fast, is shared by Lowell Bryan, a director at McKinsey. He may be a 30-year veteran of the firm, but he discusses these ideas with the enthusiasm of a new hire.

'You have to give up the pretence that you can predict the future,' he says. 'This is about managing much more dynamically. It is a complex, adaptive world, and leaders have to navigate their way through it. How can you say today what the economy will be like even six months from now?'

Leaders need to show a bit more humility while living with all this. 'Strategy is really an evolving idea which develops over a long period, on a long and winding road,' he says. 'And this world calls for just-in-time decision-making.'

Adapt to survive. The danger for successful companies, Mr. Bryan says, is that over time they lose the very abilities or qualities that earned them their market-leading position in the first place. They no longer have the same flexibility, awareness and resilience they once did. Building in some slack—unscheduled meeting time, for instance—might create the space where some resilience can be re-established, Mr. Bryan adds.

- 261- **What is the main topic of the passage?**
- 1) The development of decision-making ability in corporate leaders
  - 2) Trends in developing long-term strategies
  - 3) Strategy formulation in the new era
  - 4) The weaknesses of old-style strategic planning
- 262- **Based on the information in paragraph 1, which of the following statements about Lowell Bryan is true?**
- 1) He spent thirty years studying companies which focused their strategy on change.
  - 2) He favors companies which rethink their strategy when required.
  - 3) He has been the director of several hidebound corporations such as Mckinsey.
  - 4) He works as fast as a seasoned employee.
- 263- **Which of the following best describes the function of the question raised in the second paragraph?**
- 1) It suggests that businesses will be more successful if they improve their economic outlook.
  - 2) It insists that businesses are unlikely to thrive in the first six months.
  - 3) It encourages strategy officers to find ways of predicting the future.
  - 4) It emphasizes that the economic outlook is uncertain.
- 264- **The word "winding" in paragraph 3 is closest in meaning to -----.**
- 1) twisting
  - 2) broad
  - 3) perplexing
  - 4) important

265- In paragraph 4, what is the author's purpose in mentioning "flexibility, awareness and resilience"?

- 1) To name the factors that help businesses maintain their position in the market
- 2) To indicate that survival rather than adaptability must be the main strategic goal of businesses
- 3) To demonstrate that well-run businesses earn their market-leading position the hard way
- 4) To list the qualities that are common to all businesses

**PASSAGE 3:**

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 fickle and ungrateful. In reality, these marketers completely misunderstood the decline of brand loyalty. A review of the past decade shows that customers have not been unfaithful 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 show their target customers and prospects as idiots. The truth is that established brands have not treated their most loyal customers well. They charge more and more for less and less. Their 'innovations' frequently add more complexity than value. Their willingness to apologize and compensate customers for errors or mistakes is nil.

An alternative 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 discriminating in choosing brands. The central marketing question for brand managers therefore is not 'how can we radically increase customer loyalty?' but 'how can we radically increase our own loyalty to customers?'

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

266- What is the author's main purpose in the passage?

- 1) To discuss the impact of marketing on consumers
- 2) To present a new approach to promoting brand loyalty
- 3) To explain marketing techniques for promoting brands
- 4) To criticize consumer behavior in terms of brand loyalty

267- All of the following are examples of how companies treat customers badly EXCEPT they

- 
- 1) show advertisements which are humorous
  - 2) set prices which do not match what they offer
  - 3) do not respond appropriately to customers' problems
  - 4) design new products which are more difficult to use

- 268- Which of the following best describes the author's attitude toward those who complain that these days customers are fickle?
- 1) Indifferent
  - 2) Unfavorable
  - 3) Complimentary
  - 4) Sympathetic
- 269- The word "that" in paragraph 4 refers to -----.
- 1) mistake
  - 2) loyalty
  - 3) the service offered by a company
  - 4) way of dealing with a mistake
- 270- According to the passage, why do most customers stay loyal to brands?
- 1) The quality of their products is so good.
  - 2) Too much choice stops them from changing brands.
  - 3) Sort of laziness keeps them from switching to other brands.
  - 4) They are attracted to their advertising.

**PASSAGE 4:**

According to another argument in favor of corporate social responsibility, the more responsibly companies act, the less the government must regulate them. This idea, if accurate, would likely appeal to those corporations that typically view regulation with distaste, perceiving it as a crude and expensive way of achieving social goals. To them, regulation often imposes inappropriate, overly broad rules that hamper productivity and require extensive recordkeeping procedures to document compliance. If companies can use more flexible, voluntary methods of meeting a social norm such as pollution control, then government will be less tempted to legislate norms.

The argument can be taken further. Not only does anticipatory corporate action lessen the likelihood of government regulation, but also social involvement by companies creates a climate of trust and respect that reduces the overall inclination of government to interfere in company business. For example, a government agency is much more likely to show some leniency toward a socially responsible company than toward one that ignores social plights.

Perhaps the most persuasive argument in favor of corporate involvement in social causes is that such involvement actually makes good business sense. Consumers often support good corporate images and avoid bad ones. For example, consumers generally prefer to patronize stores with "easy return" policies. Even though such policies are not required by law, companies institute them because they create goodwill. In the long run, enhanced goodwill often rebounds to stronger profits. Moreover, corporate actions to improve the well-being of their communities make these communities more attractive to citizens and more profitable for business.

- 271- What does the paragraph preceding the passage most probably discuss?
- 1) How the government regulates companies
  - 2) An argument against the societal role of business corporations
  - 3) What responsibilities a corporation has concerning social needs
  - 4) A reason why companies should be responsible to society

- 272- According to paragraph 1, government regulation is not favored by some corporations because they-----.
- 1) believe full compliance with it is almost impossible
  - 2) do not want to submit private documents to the government
  - 3) view it as a barrier to productivity
  - 4) do not generally keep records of their past activities
- 273- The word "plights" in paragraph 2 could best be replaced by -----.
- 1) prospects
  - 2) procedures
  - 3) priorities
  - 4) problems
- 274- Which of the following is true of corporate involvement in social affairs?
- 1) The government takes unfair advantage of businesses to achieve social goals.
  - 2) The majority of corporations disapprove of it because it incurs extra costs.
  - 3) It influences the relationship between the government and corporations positively.
  - 4) It is likely to benefit citizens more than businesses in the long run.
- 275- Which of the following best expresses the information in the underlined statement in the passage?
- 1) Companies try to create goodwill by adopting particular policies, even though law on this issue does not cover all such policies.
  - 2) Companies introduce particular policies to create goodwill, although law does not force them to do so.
  - 3) In spite of restrictive laws, companies manage to create goodwill through particular policies.
  - 4) With particular policies, companies create goodwill because law wants them to.