

Part 1. You will hear a junior manager, Julia, discussing an MBA assignment with a senior colleague, Frank. For questions 1-8, mark one number for the correct answer. You will hear the recording once.

1. According to Frank, the main reason for a planned change failing is
 - 1) an underlying problem in the company structure.
 - 2) a lack of belief among staff in the actual need for it.
 - 3) an underestimation of the time needed to achieve it.

2. Frank and Julia agree that Julia's former boss
 - 1) probably didn't value the staff's intelligence enough.
 - 2) may have been trying to protect the staff from worry.
 - 3) should have told the staff why the changes were needed.

3. Frank thinks that the people who deal with change best are those who
 - 1) have an imaginative approach.
 - 2) do their job very efficiently.
 - 3) are willing to be flexible.

4. What does Frank consider is hard about transforming a whole business?
 - 1) People have to get used to a whole series of changes.
 - 2) It may involve having to give up what the company did best.
 - 3) Persuading staff that it is worth working hard to achieve the new goal.

5. What is Julia's opinion of the way managers communicate change to their staff?
 - 1) They need to support their words with practical measures.
 - 2) They should prepare their formal speeches more carefully.
 - 3) They spend too long discussing the issues with other directors.

6. What points does Frank's story about the sun and the wind illustrate?
 - 1) It is something useful to explain difficult ideas with basic images.
 - 2) The best way is to persuade people of the value of a proposed change.
 - 3) Management have the power to enforce change but it may be painful.

7. What aspects of the MBA course is Julia most impressed by?
 - 1) the relevance of the course materials
 - 2) the friendliness of the teaching staff
 - 3) the caliber of the other students

8. What do Julia and Frank agree is the greatest benefit of doing an MBA course?
 - 1) increasing knowledge through reading
 - 2) having time to think about issues
 - 3) meeting influential people

Part 2. Read an article about how to improve working relationships. For questions 9-15, mark one number for the answer which you think fits best according to the text.

Horses for courses

When Ruth Redding, an account manager, was sent on a management-training course to improve her relationships with her colleagues by learning how to communicate with them more effectively, instead of being asked to address her boss or her peers, she found herself talking to a horse. In fact, during the course, which is organized by Manchester University Business School, Redding found herself standing in a pen whispering to an animal and communicating in a non-aggressive way. This form of communication, which is the subject of the best-selling novel *The Horse Whisperer*, later filmed with Robert Redford in the starring role, might appear bizarre on a stud farm let alone a management-training course. But horse whispering is among a number of unusual activities now being used to teach staff about every aspect of working life, from self-confidence to communication.

In the 1980s and 1990s, it became fashionable to dump executives on remote mountainside, or windswept Scottish isle, and leave them to survive a weekend in order to develop initiative build team spirit and promote leadership skills. An alternative to the classic “chalk and talk” format, with lecturer and obedient staff seated round a table, it all seemed outlandish.

Today, by comparison, it looks increasingly tame. A new generation of management-training gurus are adopting a different approach. In Italy, stressed executives have been dressing up as gladiators to confront each other as their ancient forebears did, and in America, sales-people are herding cattle, while in Britain, one supermarket reportedly put its executives in Native American teepees for a weekend to develop a spirit of cooperation. Naturally, the originators of these new courses claim to have respectable psychological theories to back them up.

Tudor Rickards, a professor at Manchester, was intrigued when he heard about the work done by the famous horse whisperer, Monty Roberts. ‘The idea is that instead of “breaking” the horse, you cooperate with it. Traditionally you would coax a horse into a box and then reward it by slamming the door shut. Monty leads the horse in and out of the box and offers it a reward,’ explains Professor Rickards. ‘Monty’s approach is founded on the recognition of a foal’s instinctive desire to be part of the herd.’ He matched this with research from the Industrial Society, which revealed that often the difference between a successful and unsuccessful leader is trust. ‘As they observe the way horses react to certain behavior, participants think about how they themselves or other colleagues react to different management styles,’ explains Professor Rickards. ‘The discussion often leads to one about experiences of bullying and abusive behavior, a discussion that might not otherwise surface in a leadership course. We’ve found this helps the participants draw fine distinctions between being tough, being assertive, being supportive and being soft.’

Team building is also the aim of murder mystery days run by a company called Corporate Pursuits. Actors mingle with participants and play out a scene until someone is found ‘murdered’. Clues, such as photographs, personal items or cryptic message, are arranged around the room, and small teams, often pitted against each other, will work to solve the mystery under the gaze of trained observers.

Although fun and a sense of release is important, managing director Mandie Chester-Bristow admits that this type of corporate Cluedo occasionally meets with scepticism among clients. 'On one occasion, people were messing around and not taking it seriously at all, so I had to say to them, "You are behaving like a bunch of school children."' Another challenge can be reporting the observers' findings. 'We would never say, "You've failed," if they didn't identify the murderer correctly. Instead, we would praise them for the progress they made and how they worked together as a team.'

'There are lots of gimmicks in training and headline-grabbing courses at the moment, but what they deliver is often variable,' says Nick Isles of the Industrial Society. 'People often say afterwards that they enjoyed the event, but it's very difficult to measure how much they've actually learned from it.' He argues that ongoing training in the work place, or courses that last months, are a better way of improving aspects of business such as productivity and customer service.

9. In the first paragraph, what does the writer say about the technique Ruth Redding found herself practicing?

- 1) It is a way of learning how to address your boss properly.
- 2) It is based on a technique which first appeared in a film.
- 3) It is perfectly acceptable in its original context.
- 4) It is becoming more popular despite its eccentricity.

10. According to the writer, management techniques in the 1980s–1990s were regarded as

- 1) undesirable.
- 2) eccentric.
- 3) ineffective.
- 4) demoralizing.

11. What does the writer imply about modern management training schemes in the third paragraph?

- 1) They have a tendency to be dull.
- 2) Their content is always aggressive.
- 3) Their creators are convinced of their effectiveness.
- 4) They were developed in a spirit of co-operation.

12. Rickards found Monty Roberts's ideas interesting because Roberts had

- 1) based his methods on traditional horse-training techniques.
- 2) recognized the importance of developing bonding techniques.
- 3) dispensed with the idea of rewarding the horse he was training.
- 4) worked tirelessly with others to come up with a new theory.

13. Research carried out by Rickards and the Industrial Societies showed that

- 1) course discussions sometimes resulted in frank exchanges of opinion.
- 2) course participants reacted negatively to different management styles.
- 3) participants became less supportive of one another as the courses progressed.
- 4) the bonds of trust between course participants and horses became stronger.

14. What comments does Mandie Chester-Bristow make about course participants in paragraph 6?

- 1) They enjoy indulging in games they played in their childhood.
- 2) Those who 'lose' the game feel they have underachieved.
- 3) They sometimes need convincing of the value of the activities.
- 4) They are happy in the knowledge that they are being freed from stress.

15. What is Nick Isle's opinion of the new-style training courses?

- 1) Their quality is always consistent.
- 2) Their effectiveness is quantifiable.
- 3) Alternative courses can be more efficient.
- 4) Alternative courses are more easily set up.

Part 3. For questions 16-21 read the text below and decide which word best fits each gap.

Image is paramount in Hollywood. You drive a car that (16) _____ of money, you wear clothes that scream success. You eat, if you can possibly wangle your way in, at the currently hip restaurants and hope that you don't have to make an embarrassing (17) _____ in order to be seated at the right table. Even then you can't really relax because you can't eat what you want. Hungry? Forget it! Eating lots in LA isn't cool. You pick at delicate, fashionable feed, (18) _____ juice and mineral water. Smoke at your (19) _____. It's stressful, it's tacky, and thousands of starry-eyed hopefuls (20) _____ off buses coming in from all over the States, just to be a part of it. The glamour, the money, the sunshine, the celebrities – most people's (21) _____ of the American dream.

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|--------------------|-------------|-----------|----------------|
| 16. 1) remarks | 2) suggests | 3) speaks | 4) tells |
| 17. 1) disturbance | 2) scene | 3) drama | 4) performance |
| 18. 1) dribble | 2) quench | 3) sip | 4) dab |
| 19. 1) risk | 2) peril | 3) harm | 4) danger |
| 20. 1) pack | 2) clear | 3) speed | 4) pour |
| 21. 1) belief | 2) thought | 3) idea | 4) sense |

Part 4. For questions 22-26, read the text below and decide which answer best fits each gap.

To the best of our knowledge, no other authors have ever studied the relationship between the level of bureaucracy in a country and the complexity of the language spoken in that country. (22) _____ has the effect of this level of bureaucracy on the people of that country been investigated. Langue *et al.* (2013) only investigated two countries: Spain and France, (23) _____, they did not study Spanish or French ex-colonies (i.e. where Spanish and French are spoken). Their study failed to take into account that levels of bureaucracy are not uniform throughout the same nation. (24) _____, they only considered the level of bureaucracy in the national health system, (25) _____ not in local or national government in general. A major limitation of their method is that it only exploits a small sample basis. (26) _____, sampling was only carried out once thus failing to account for changes that may take place over time.

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|---------------------|------------|-----------------|-----------------|----------------|
| 22. 1) and moreover | 2) but | 3) in fact | 4) in addition | 5) nor |
| 23. 1) and moreover | 2) and so | 3) nor | 4) meanwhile | 5) in fact |
| 24. 1) but | 2) in fact | 3) and moreover | 4) nor | 5) in addition |
| 25. 1) in fact | 2) nor | 3) but | 4) and moreover | 5) in addition |

26. 1) in fact 2) otherwise 3) in addition 4) nor 5) but

Part 5. The following sentences have several underlined words or phrases. For questions 27-31 choose which underlined word or phrase is used INCORRECTLY in the sentence.

27. Archaeological and geological (1) excavations indicate (2) which a primitive (3) type of corn was used as food in North America (4) at least 7,000 years ago.

28. The doctrine of eminent domain is (1) based the legal (2) tradition that all (3) real property is subject to (4) the control of the state.

29. Antique auctions (1) have become popular in the United States (2) because a steadily increasing (3) awareness of the investment (4) value of antiques.

30. (1) A number of the Pacific Islands are volcanoes that have (2) pushed up from the ocean floor, others are the (3) tops sunken mountain (4) ranges.

31. Members of a nation's foreign service (1) represent that country's interests (2) abroad and (3) report on the conditions, trends, and policies of the (4) country which they are stationed.

Part 6. For questions 32–40 choose the best answer.

32. Comparatively few cities in the United States have competing newspapers today, a major change from 1900 _____ more than two newspapers.

- 1) then most large cities that had
- 2) because then most large cities having
- 3) when most large cities had
- 4) when did most large cities have

33. Social scientists believe that _____ from sounds such as grunts and barks made by early ancestors of human beings.

- 1) language which, was very slow to develop
- 2) language developed very slowly
- 3) the very slow development of language
- 4) language, very slowly developing

34. First designated in 1970, Earth Day has become an annual international event _____ concerns about environmental issues such as pollution.

- 1) dedicated to raising
- 2) that dedicates to raising
- 3) dedicates to raise
- 4) dedicated raising

35. _____ technically proficient; it also explores psychological questions.

- 1) Barbara Astman's artwork, which is not only
- 2) Not only Barbara Astman's artwork
- 3) Barbara Astman's artwork not only
- 4) Not only is Barbara Astman's artwork

36. An image on a national flag can symbolize political ideals that _____ express.

- 1) many words to take would otherwise
- 2) take many words to otherwise would
- 3) would take to many otherwise words

4) would otherwise take many words to

37. Throughout history _____ different representations for numbers and for the basic process of counting.

- 1) there have been many
- 2) have been many
- 3) many
- 4) when many

38. Democratic governments constantly face the problem of balancing _____ the individual with the needs of society.

- 1) to the rights for
- 2) with the rights by
- 3) the rights of
- 4) for the rights to

39. Hot springs are one of the most characteristic features of areas of recent volcanic activity, although _____ in other areas less abundantly.

- 1) also to have occurred
- 2) they do also occur
- 3) also occur
- 4) their occurrence also

40. Soap operas, a type of television drama series, are so called because at first they were _____ such as soap manufacturers.

- 1) companies commercial by sponsored
- 2) sponsored by commercial companies
- 3) companies commercial sponsored by
- 4) commercial companies by sponsored

Part 7. For questions 41–50, which deal with teaching a foreign language, choose the best answer.

41. Teachers who want to encourage learner autonomy should

- 1) train students to use reference resources to help them study successfully on their own.
- 2) try new activities and change activities in each lesson.
- 3) think about how they tell students about their progress.
- 4) listen to student feedback using a class 'suggestion box' or a short questionnaire.
- 5) give comments on students' work which are helpful and enable them to feel a sense of progress.

42. Learners who enjoy doing language practice that focuses on accuracy may give the following comment:

- 1) 'I just want people to understand what I mean. I don't worry if I make mistakes.'
- 2) 'Most of the time should be spent doing grammar exercises.'
- 3) 'I prefer working with other students to speaking to the teacher in front of the class.'
- 4) 'I really like knowing how language works.'
- 5) 'Rules just confuse me – it's better to work out language from examples.'

43. Teachers apply a Task-Based Learning (TBL) teaching approach when

- 1) they move from providing models of language use to monitoring learners' use of language.
- 2) first the learners complete a communicative task: they are encouraged to use any English they know and they do not have to use any particular language item.
- 3) the learners' first language plays a central role in the teaching.
- 4) the language focus is at the start of the teaching sequence, with fluency activities coming later.
- 5) the written form of the language is more important than the spoken form.

44. Which of the following activities practises deducing the meaning of words from context?

- 1) Learners have a group discussion on a topic of their choice.
- 2) Learners complete a gap-fill grammar exercise in a workbook.
- 3) Learners play a word game based on words studied last term.
- 4) Learners find words in a reading text and match them with definitions given by the teacher.
- 5) Learners write a story using the words the teacher has just presented.

45. The teacher monitors students whenever they carry out speaking tasks and keeps notes about each student. What is the main reason for assessment?

- 1) To assess students' progress on a continuous basis.
- 2) To motivate the students to revise a particular language area.
- 3) To show students how well they have learned specific language.
- 4) To allow the teacher to plan an appropriate scheme of work.
- 5) To allow students to assess each other.

46. The teacher used the following instruction with adult elementary learners: 'Read the text and identify the cohesive devices.' Why may this instruction not be appropriate?

- 1) The grammar in this instruction is above elementary level.
- 2) Some adult students might find this instruction rude.
- 3) This instruction is not well sequenced.
- 4) This instruction does not tell students exactly what to do.
- 5) Some of the lexis in this instruction is above elementary level.

47. Ms Smith uses the students' first language in order to motivate them by

- 1) asking students to show they know what to do for homework.
- 2) giving individual written feedback to a weak student.
- 3) asking students to translate the meaning of new words.
- 4) telling a large group of teenagers the rules of a game.
- 5) showing a group of beginners exactly how to use a self-access centre.

48. The teacher's role is provider when

- 1) the teacher invites students to suggest topics for course content.
- 2) the teacher asks a noisy student to speak more quietly.
- 3) the teacher decides which coursebook activities will fit into the time available for the lesson.
- 4) the teacher finds a video to fit into the topic of the unit.
- 5) the teacher walks around the class helping students who make errors or ask for new words, while students write a story.

49. In group or pairwork some students use L1 too much. What is the appropriate classroom management strategy to solve this problem?

- 1) Create a purpose for doing group or pairwork in English.

- 2) Introduce more challenge into the activities.
- 3) Raise awareness of the importance of giving everyone a chance to take part.
- 4) Arrange groups more carefully, and re-group students whenever necessary.
- 5) Plan extra activities for students who may finish before the others.

50. Learners focus on how language is used in a piece of text. What way of reading is this?

- 1) Identifying text organization
- 2) Inferring attitude
- 3) Intensive reading
- 4) Skimming
- 5) Scanning