



# 368



نام

نام خانوادگی

محل امضاء

دفترچه شماره ۲ صبح پنجشنبه ۹۳/۱۱/۱۶



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جمهوری اسلامی ابران وزارت علوم، تحقیقات و فنّاوری سازمان سنجش أموزش کشور

### **آزمون ورودی دورههای کارشناسی ارشد ناپیوسته داخل ـ سال ۱۳۹۴**

مجموعه مدیریت اجرایی (اجرایی \_ امور شهری \_ MBA \_ پروژه) \_ کد ۱۱۴۸

مدت پاسخگویی: ۹۰ دقیقه

تعداد سؤال: ١٠٠

### عنوان مواد امتحاني، تعداد و شماره سؤالات

تا شماره	از شماره	تعداد سؤال	مواد امتحانی	رديف
۲۸۵	115	1	زبان انگلیسی (گرایش MBA)	1

این آزمون نمره منفی دارد.

استفاده از ماشین حساب مجاز نیست.

بهمن ماه ـ سال ۱۳۹۳

حق جاب، تكثير و انتشار سوالات به هر روش (الكتروتيكي و ...) پس از برگزاري آزمون، براي تعامي اشخاص حقيقي و حقوقي تنها يا مجوز ابن سازمان مجاز ميباشد و با متخلفين برابر مقررات رفتار ميشود.

Directions: Choose the word or phrase (1), (2), (3), or (4) that best completes the blank.

PART A: Structure

زبان انگلیسی (گرایش MBA)

### **SECTION I. Structure and Written Expression**

Then mark the correct choice on the answer sheet.

186- Within the atmosphere, popu	ılarly called "greenhouse gases,"
1) there is a number of important gases in	small amounts
<ol><li>are small amounts of a number of impo</li></ol>	ortant gases
<ol><li>are amounts of important gases in smal</li></ol>	l number
4) small amounts of a number of importan	nt gases are
187- One study has found that subjects with	shorter telomeres are more likely to develop
cancers of the lungs and kidneys than -	
1) with longer telomeres	2) longer telomeres are
<ol><li>those with longer telomeres</li></ol>	4) ones with who have longer telomeres
188- In analyzing the poetry of Mona Feat	ther, we are confronted with three differen
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 shoul	d save us time overall, even though the firs
step of the five-step process will take	스트 : (1.1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.
1) twice longer than	2) twice as long as
3) longer twice than	4) as long as twice
DALVOORS SIGNED TO THE PORT OF THE PROPERTY OF	too faint to see, so, physicists have
built artificial black holes using quantu	- 10. 10. 10. 10. 10. 10. 10. 10. 10. 10.
1) they look for evidence	2) evidence to look for
3) evidence is looked for when	4) to look for evidence
# 1 Page 1 1 Page 1 Pag	ity has proposed that local college student
7.0 P. C.	orice monthly passes for the city's public
transportation system.	ANTI-ANTICE LANGUAGE TO A MANAGEMENT ANTICE COLUMN OF A MANAGEMENT
1) be given 2) given	3) are given 4) to be given
	roos", sthenurines roamed Australia for 12.5
million years before being wiped out 30	A 1247A(0)
1) To be known 2) They are known	50 Table 1 (1971) 1 (
193- Scientists about budget cuts a	11
1) complain	2) whose complaining
3) complaining	4) to be complaining
AND	face temperature is a mere 4,000 degree
Fahrenheit.	essential to the section of the sec
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	
	3) no one enough 4) none of them was
그 그 그 그 사람이 가게 되었다면 하다는 것이 하는데 하는데 그 그 그 그는 그는 그는 것이 없었다. 그 그는 것이 없는데 그 것이 없는데 그 것이 없는데 그 것이다.	ations 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

2) though attaining 3) attaining

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صفحه ۳

1) when attained

أزمون مجموعه مديريت

4) which attains

PART B: Written Expression

<u>Directions:</u> 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 the answer sheet.

- 206- A fruit known as amla in certain parts of Asia is an excellent source of the vitamin C.

  1 2 3 4
- 207- Adaptive self-organization is the theme of Jamie Davies's Life Unfolding, that tells

  1
  the story of how the human body develops from the moment of conception.
- 208- Diverse people with diverse pursuits, <u>interests</u>, and talents <u>however</u> with a singular 1 2 dedication to excellence <u>have</u> made this university a world-renowned research university and <u>medical</u> center.
- 209- Applicants should have a doctoral degree on a related field, and will be expected to teach and mentor PhD, Masters and undergraduate students, as well as to develop 2 3 an internationally recognized research program that involves graduate students.
- 210- When wood <u>is burned</u>, oxygen rejoins <u>with</u> the carbon and hydrogen <u>from</u> the 1 2 3 organic compounds, <u>releases</u> stored energy.
- 211- The precise date of the first human occupation of Australia is likely to remain 1 2 unknown, but evidence has been uncovered to suggest human presence on the 3 continent for at least 40,000 years ago.
- 212- Although many associate the continent principally with areas of business such as farming and mining, both of them do have a long and successful history there, we should not make the mistake of assuming that there is any less business innovation 2 3 in Africa than in the industrialized nations.
- 214- Application software has been <u>around</u> for decades and <u>allow</u> the user <u>to perform</u>  $\frac{1}{2}$ various tasks, such as document manipulation <u>or</u> modification of digital images.

Then mark the correct choice on the answer sheet.

1) peripheral	<ol><li>inconsistent</li></ol>	<ol><li>arbitrary</li></ol>	4) divergent		
	Compared to the previous manager, with his stammering and his frequently incomplete sentences, the new one was considered a highly manager.				
1) contentious	<ol><li>articulate</li></ol>	<ol><li>resolute</li></ol>	4) responsive		
	e a mistake," my fatho rofusely; just say you'		't the problem vith life!"		
1) mediate	<ol><li>compound</li></ol>	<ol><li>proliferate</li></ol>	4) rebuke		
	creatures that deve		seen in the shark and the t origins to become very		
1) convergence	2) impertinence	3) acceleration	4) anomaly		
[2012년 1월 1일 : : : : : : : : : : : : : : : : : :	notoriouslyt of office the next.	-; a politician who is	very popular one month		
may be voted out					

226-	ority so she felt that she			
		work for the company 2) hone		4) undarmina
227				less flyers were filled with
221-		ever they stepped into	10.00	less flyers were fifled with
		2) cataclysm		4) transidation
220				
220-			minutes for the app	lause to before
	he began his spec		2)	48
220		2) subside	The state of the s	THE RESIDENCE OF THE PROPERTY
229-			나라 얼마다 네트리 병의 사람이 되었다면 뭐	utraged to learn that its
				rst-class travel, and an
		ment for entertaining.		8.3
222		2) concealed		100
230-	The state of the s		A CONTRACTOR OF THE PARTY OF TH	lose a game one day and
		ext with renewed enth		
	7.5	<ol><li>paradoxical</li></ol>		-
231-				e extent that it has clear
		question of guilt or in		REPORTED CONTROL OF THE PROPERTY
	TENT NOT SET TO SEE THE SET OF SECOND	<ol><li>Testimony</li></ol>		
232-		ıless. It's al		
	<ol> <li>susceptible to</li> </ol>	2) tantamount to	<ol><li>rife with</li></ol>	4) deficient in
233-	After months of	declining sales, the vic	e president of sales	was to regional
	manager.			
	1) condemned	<ol><li>demoted</li></ol>	3) attuned	4) attributed
234-	Marty is	in many mechanica	l skills, so he is valua	able to the company.
	1) ubiquitous	<ol><li>sufficient</li></ol>	<ol><li>versatile</li></ol>	4) beneficial
235-	To the	ir parents, the childre	n cleaned their roon	s and started dinner.
	1) gratify	2) corroborate	3) justify	4) contradict
236-		a lot of energy and		
	adults.			
	1) constrain	2) intensify	3) expend	4) exemplify
237-				tries and could lead to a
THE PRINCE	military			
	1) impediment		3) array	4) confrontation
238-			E-ACT CARLES OF TAX	rs finally their
	adversaries.	, a		
		2) circumvented	3) abolished	4) vanquished
239-				t, so do not be
	concerned!	scientist said, the voi	cano craption is no	, so do not be
		2) imminent	3) despicable	4) credulous
240-				e of the decision
240-	you are making		able for any possion	e of the decision
		2) ramification	2) intimidation	4) braidity
241				
241-		7.00	ruer is her habit of	dealing with sadness by
	seeking		2) 1.1	40
242	1) solace		3) blandness	
242-	the second secon		actual phone call t	pecause it is incapable of
	expressing emoti		\$	CAMID TUSSESSINANS
	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. 3) vigilance 1) elegy 2) detriment 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. 3) purge 1) retrieve 2) refute 4) emit

### **SECTION III. Cloze Passage**

<u>Directions:</u> Read the following passage and decide which choice (1), (2), (3), or (4) best fits each space. Then mark the correct choice on the 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) naïve	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**

<u>Directions:</u> 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
- follows a number of recruitment guidelines that vary considerably from one interview to another
- is not lenient in its recruitment practices and hire those that fit in with its already determined objectives
- 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 -----

- portray the function and working mechanism of a 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
- has only been with the company for only three years and has recently joined a new work group
- is part of a democratically run work group on which there are the most domineering senior managers of the company

### 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 ------

- can easily be handled by a proficient top manager
- has had reverberations not yet felt by other teams in the company
- 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?

- Effects of a managers's indecision on productivity
- 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 <u>sine qua non</u> 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 judgments 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?

- Diverse versions of the recognition theory
- 2) The pros and cons of a particular theoretical model
- 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
- disintegrates and is only left with 'motivational readiness' to take other people seriously
- 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 offices, 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 <u>jewel</u> 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
- is mocked by most analysts as a populist measure that actually works to the detriment of the concerned employees
- is an example of a number of other special benefits that SAS has made available to those who work for it
- 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
- Ostentatious
- 3) Rustic
- 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
- 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

# 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

