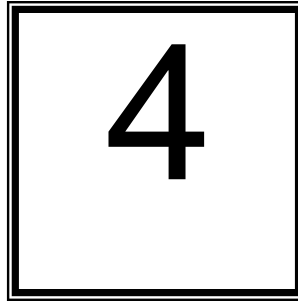


WRITTEN COMMUNICATION



TEST QUESTIONS

ANALYSIS OF
WRITTEN COMMUNICATION



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READING COMPREHENSION

READING COMPREHENSION SAMPLE QUESTIONS

Read the following passages carefully and select the answer you feel is best. We suggest you write your answers on a separate sheet of paper so you can practice with these questions again later. When you've completed 2 or 3 questions check to see how you did in the following section entitled Answers & Explanations. Be sure to read the explanations carefully for any questions you missed.

1. Too many consumers believe in the quick fix, the easy solution, the magic ingredient, the miracle cure. And, of course, there are corporations more than ready to provide them with the product which will solve their health care problem. An independent review board is needed to interpret the nutritional data available. If such a review process is not adopted, then our society is left to the whims of the private sector whose vested interests and public pronouncements on very specific products already seriously compromises public understanding of these health issues. The nutrition information Americans are getting may be fragmented, contradictory, and confusing, when it's not outright incorrect, according to nutritional biochemist T. Colin Campbell. Campbell, who has been conducting nutritional research for the past 25 years, is co-author of the National Academy of Sciences' report on Diet, Nutrition and Cancer, which recommended increased consumption of fruits, vegetables and whole-grain cereals. Campbell says that confusion about nutritional guidelines and chronic disease risk is directly attributable to the use of scientific data, which is much too narrowly focused for policy and marketplace purposes. An extensive nutritional study conducted in China recently provides some examples of the inconsistencies that Campbell is concerned about. Some U.S. studies associate low cholesterol levels in the blood with increased risk of colon cancer. In China, however, incidences of colon cancer were low among those who had low cholesterol levels -- a finding much more consistent with the recognized beneficial effects of low cholesterol levels. Such an observation provides further evidence that the U.S. data showing an increase in colon cancer at lower cholesterol levels is an experimental fluke. Another example: dieting is the way to lose weight in the States. We count calories, but obviously have limited success with this method since so many of us are constantly dieting and remain overweight. Chinese people consume about 20 percent more calories than Americans, yet there is very little obesity among the Chinese. And, in general, they are healthier than most Americans. This finding tells us that excess caloric intake does not necessarily cause excess body weight. Nor is it likely to be the determinant of chronic disease risk. One difference between the U.S. and Chinese diets is the proportion of fat in calories consumed. Chinese fat consumption ranges from 6 to 25 percent, with an average of about 15 percent of daily calories derived from fat. This is well below the 30 percent usually recommended in American diets. So, the current wisdom which says that people cannot subsist on diets with fat intakes much lower than 30 percent of calories is seriously called into question by the Chinese study.

Which of the following statements is best supported by the passage?

- (a) The Chinese suffer from less obesity because they have a more active lifestyle.
- (b) The average person in China consumes half the fat of the average American.
- (c) The existence of an independent review board keeps corporations from peddling products whose effectiveness is questionable.
- (d) Confusion about nutritional guidelines in the U.S. is due to the improper use of scientific research.

2. According to Hume, all of life and its experiences is merely a passing fancy with nothing tying it together. There is no order nor organization; merely a dizzying array of fantastic and bewildering images. Kant revolutionized Western philosophy by proving that true experience consists of the judgements we impose upon the data of the senses. The senses yield information about the world, but it is understanding which gives the world its true and proper form. Understanding applies its own laws on the sense experiences and transforms them into a coherent and consistent body of knowledge. Kant called these laws *categories*, and said that they are intrinsic to the mind. The mind intuits them; they are basic to the mind. For Kant, space and time are forms of intuition and man can only experience his world within a spacio-temporal frame of reference. Nothing can be known outside this framework.

In this passage, some of the following statements are true, and some are false.

- (1) According to Kant, categories are basic to the mind.
- (2) Kant revolutionized Eastern philosophy.
- (3) True experience comes directly from the data of the senses, according to Kant.
- (4) According to Kant, man can only experience his world within a framework of time and space.

Choose the best response, below:

- (a) Statements 1 and 3 are true.
- (b) Statements 1 and 4 are true
- (c) Statements 2 and 4 are true
- (d) Statements 1, 2, and 4 are true

3. Since there is such a strong link between emotional states and susceptibility to illness, it behooves us to take the time to identify these links in our own lives in order to begin to take action. If we demonstrate to ourselves that this linkage has operated in our lives in the past, the impetus for making positive change will be greater. And if we know what our weak spots are, we can begin to change the attitudes and behaviors that put us at risk. The first step is to make the time to think about it. Then, we need to examine a recent illness and the major stressors in our lives in the six months or so preceding the onset of that illness. If we suffered a relapse, we need to list the major stresses that occurred in the six months before the recurrence. It's important to identify both internal and external stresses. Possible stressors could include: too little sleep, divorce, death of a loved one, work overload, or excess fear, worry or anxiety. Once the stressors have been identified, it's time to think about how we contributed to creating them or exacerbating them. Often, it's difficult to acknowledge our own contribution to our problems. But in truth, the only things we can change are those within our control -- those we've had a hand in creating.

The author of this passage would most likely agree with all of the following statements except:

- (a) Self-analysis is a wellness technique.
 - (b) Your thoughts can make you ill.
 - (c) Life-threatening illnesses are usually caused by traumatic events.
 - (d) It's important to identify what you can and can't control.
4. With the coming of the VCR and the camcorder, personal and affordable television production became a reality. Yet the same technological revolution that allowed the amateur to produce near studio-quality productions has given the television industry an amazing array of special effects. Through advances in computer technology, we are treated to such wonders as digital representation of athletic events, photos of athletes spinning into view, screens split any which way, and logos exploding into fireworks. And, of course, versions of this same technology are becoming available in the home. Called desktop video (because all the components can fit on a standard desk or table) this system uses the computer to create and the VCR to print. They offer titling, computer graphics, animation, digital video effects, and the ability to mix live video and computer pictures. What's needed is a computer to generate and manipulate images, a camera to originate pictures, a VCR or camcorder to use as a source for editing and overdubbing, another VCR to edit and re-record, and finally the right software to make it all happen. Systems also take advantage of a variety of components like character generators to create electronic text in a variety of styles and colors; video titling programs which mix words with pictures, animate images, and move from screen to screen; painting systems that let you draw, paint, or manipulate pictures; animation systems that create moving images in two or three dimensions using realistic, shaded objects; and digital video effects hardware which let images and words roll, tumble, and dance around the system.

The author of this passage would most likely agree with which of the following statements?

- (a) The technological revolution has allowed the amateur to produce studio-quality productions.
- (b) Video titling systems allow you to create electronic text and mix words and pictures.
- (c) Digital video effects hardware lets images and words roll around the screen.
- (d) A camera may be used for editing and overdubbing.

5. Nothing has changed in our gene pool for 10,000 to 50,000 years. Yet our lives have changed a great deal. Two thousand generations ago we needed the "Fight or Flight" responses. We were quick or we were dinner. If you're a cave person and a bear sneaks up on you, you don't want to have to wait to say: "Blood flow, please increase. Prepare for attack." You need an immediate response. Although there aren't many real bears out there today, there are lots of psychological ones. The old physiological response was supposed to protect us for a few minutes, not throughout an entire day. In modern life, our body is constantly prepared for fight or flight -- but we can't flee or fight very often. Picture it: You're stressed at work; you've had a tough day. A nasty person antagonizes you. You run out of the office, keep running, and don't come back. Someone in the office asks: "Where's Joan today?" The response is: "Oh, she fled for the day. She'll be back tomorrow. But only if things go well for her." We can't do that. Nor can we fight. So we sit there and keep working and stewing in our own stress chemicals. If an electrical system becomes overloaded, circuit breakers or fuses will protect it. Since we aren't provided with circuit breakers, we have to devise them ourselves. We must pay attention to when we are overloaded and institute lifestyle and behavioral changes which will relieve the stress of our day-to-day lives.

According to the author, all of the following are true except:

- (a) Nothing has changed in our gene pool for 10,000 to 60,000 years.
- (b) Two thousand generations ago, we were quick or we were dinner.
- (c) We need a quick physiological response for emergency situations.
- (d) The body of the typical person today is constantly prepared for fight or flight.

6. In spite of the fact that very few organizations keep accurate records of employee exit interviews, we can make some generalizations about why women leave positions and how long they stay. A small proportion of women leave their jobs after working less than a year. Usually, they leave because they dislike the work, their associates or supervisors, or because they have experienced an important change in their personal lives. Another small percentage leave after ten to fifteen years, and they tend to do so for personal reasons or because a job change would significantly advance their careers. Women who leave after working between three and five years are likely to do so because they feel blocked in their careers. Many trainee positions are merely interesting, moderately-paying jobs offering little opportunity for advancement. Young women find the jobs attractive when they are starting out, but become disappointed over time because they are looking for more and are qualified for more. Often, women leave jobs that they like and are good at because they watch others advance more rapidly simply because they are men.

Which of the following statements is best supported by the passage?

- (a) Most young women find their first jobs attractive if they lead to more advanced positions.
 - (b) Women become frustrated when they see men advancing rapidly.
 - (c) Organizations should keep accurate exit interviews.
 - (d) Many trainee positions don't lead very far up the career ladder.
7. Most of us assume that we and other people are basically rational. Being rational means that once we figure out what we want to happen, we develop a theory or plan to bring it about, act in such a way as to foster the plan, seek to correct any action which interferes with our desired result, and feel good or badly depending on our degree of success. This concept of rationality assumes that people plan their actions and are therefore personally responsible for them. It also assumes that people would not act against their intentions. In addition, it assumes that people do their utmost to control their own ability to put their actions and desires into motion, rather than being victims of fate or pawns in someone else's game. Given these assumptions, it's understandable that, when confronted with their own irrationality, most people become rather upset. They become frightened when they realize that their actions sometimes counter their intentions and that they have been unaware of this fact. If they can't trust themselves, who can they trust? In our 'rational' society, the only logical conclusion a person can come to is that there is something wrong with him/herself. Such thinking might run like this: "If I want one thing, but do something that works against that outcome, there must be something wrong with my thinking, or with my ability to plan and assess my actions." Therefore, people become confused, bewildered, ashamed, frustrated, guilty, and angry when they realize that they were unable to plan and put into effect what they intended to, that they were predisposed to sabotage their own plans, and that others were aware of what they were doing all along. It would be far better for most of us if we realized that we very often do things for reasons that make no sense to our intellect. If we did, we would spend far less time defending our actions, and we'd be able to spend more

time figuring out how to get where we want to go and, when we experience breakdowns, figure out what's really stopping us.

Which of the following is best supported by the passage?

- (a) Most of the time people act in ways that are consistent with their intentions.
 - (b) It is sometimes easier for someone else to see when we are working against ourselves than for us to see it.
 - (c) If a person wants one thing but does another, there is something wrong with him or her.
 - (d) People do their utmost to control their own ability to put their desires into action.
8. Early research on leadership and effectiveness stemmed from the premise that those who became leaders were different from those who remained followers. The goal of the research was to pinpoint specifically the unique features of individuals associated with leadership. The success of the mental testing movement in the early 20th century encouraged researchers to employ 'personality tests' in their search for leadership traits. A number of studies were conducted in which leaders and followers were compared on various measures thought to be related to leadership status and effectiveness. Measures of dominance, social sensitivity, moodiness, masculinity, physical appearance, and many others were used. The typical study involved giving one or more of these different measures to both leaders and followers in organizations. People in military units, corporations, and universities were studied. Then, all these leaders and followers were compared for significant differences. Finally, in 1948, Ralph Stogdill reviewed more than 120 such studies to find a reliable and coherent pattern. His conclusion? There was no single trait nor cluster of traits which would definitively single out those destined to be leaders. His view was that theories about leadership would be inadequate until personal and situational characteristics were integrated.

Which of the following is best supported by the passage?

- (a) It is likely that different situations demand different traits in their leaders.
- (b) It is easier to assess mental ability than personality traits.
- (c) There is no difference between those who become leaders and those who remain followers.
- (d) The studies failed because they were designed with men only in mind.

UNDERSTANDING AND INTERPRETING WRITTEN MATERIAL

INTRODUCTION

Your ability to do well with this section is critical, yet many people lose a lot of points unnecessarily here. Carelessness, faulty reasoning, lack of persistence and lack of confidence are the major reasons why.

As you answer the following 22 questions, we suggest that you do them in groups of five or six. Following completion of each group, check your answers. Then go back to any you answered incorrectly and determine why your answer was incorrect. If you don't understand why your choice is not the correct one, consult with a friend or peer -- who can look at the answer choices objectively.

If you follow these procedures, you should find that you will become more careful in your reading and interpretation of the passages, more persistent, and less inclined to hurry and settle for what looks or feels right. We suggest you redo all 22 questions at least once before the examination.

The typical civil service promotional exam contains 15 questions of this type. This section is often the first of the exam. Many people are most nervous at the start of examinations and tend to race through this section. Boredom can also set in, as some passages may not be very interesting to you. Some passages are used for that purpose -- to challenge your "stick-to-itiveness." If you practice with these passages and take a few short rest breaks during the exam, you'll be better able to overcome fatigue, anxiety, and/or boredom.

UNDERSTANDING & INTERPRETING WRITTEN MATERIAL

SAMPLE QUESTIONS

For each of the following questions, select the letter that represents the best of the four possible answers.

1. A study conducted by a large firm specializing in deluxe stereo equipment found that male sales people spent, on average, 25 minutes with male customers, while female sales people spent an average of 30 minutes with female customers. Male sales people lengthened their transactions, however, when dealing with female customers to an average of 32 minutes. When female sales people dealt with male customers, their transaction time, on average, was 22 minutes.

The study shows:

- (a) You are more likely to receive faster service from a stereo sales person of the opposite sex.
 - (b) You are more likely to receive faster service from a stereo sales person of the same sex.
 - (c) For faster service you should choose female stereo sales people.
 - (d) Male sales people put more effort into doing their job well when serving female customers.
2. In thinking about the many barriers to personal communication, particularly those that are due to differences in background, experience, and motivation, it seems extraordinary to me that any two persons can ever understand one another. Such reflections prompt the question of how communication is even possible when people do not see and assume the same things nor share the same values. On this question there are two schools of thought. One school assumes that communication between A and B, for example, has failed when B does not accept what A has to say as being fact, true, or valid; and that the goal of communication is to get B to agree with A's opinions, ideas, facts, or information. The position of the other school of thought is quite different. It assumes that communication has failed when B does not feel free to express his feelings or beliefs to A because B fears they will not be accepted by A. Communication is facilitated when, on the part of A or B or both, there is a willingness to express and accept differences.

According to the author:

- (a) Communication is not possible when people do not assume the same things nor share the same values.
 - (b) Communication is facilitated when there is a willingness to express and accept differences.
 - (c) There are many barriers to personal communication.
 - (d) Communication is possible only when differences in background, experience, and motivation are overcome.
3. We have human psychology and animal psychology, but no plant psychology. Why? Because we believe that plants have no perceptions or intentions. However, some plants do exhibit "behavior", and have been credited with "habits". If you stroke the midrib of the compound leaf of a sensitive plant, the leaflets close. The sunflower changes with the diurnal changes in the source of light. The lowest animals have not much more complicated forms of behavior. The sea anemone traps and digests the small creatures that the water brings to it; the pitcher plant does the same thing and even more, for it presents a cup of liquid that attracts insects, instead of letting the surrounding medium drift them into its trap. Here, as everywhere in nature where the great, general classes of living things diverge, the lines between them are not perfectly clear. A sponge is an animal; the pitcher plant is a flowering plant, but it comes nearer to "feeding itself" than the sponge. Yet, the fact is that we credit all animals, and only the animals, with some degree of feeling.

Of the following, the main idea expressed in this passage is:

- (a) The classification of plants has been based on beliefs about their capacity to perceive and feel.
 - (b) Many plants are more evolved than species considered to be animals.
 - (c) The lines that divide the classes of living things are never clear.
 - (d) The abilities and qualities of plants are undervalued.
4. A bill may be sent to the Governor when it has passed both houses. During the session he is given ten days to act on bills that reach his desk. Bills sent to him within ten days of the end of the session must be acted on within 30 days after the last day of the session. If the Governor takes no action on a ten day bill, it automatically becomes a law. If he disapproves or vetoes a ten day bill, it can become law only if it is re-passed by two-thirds vote in each house. If he fails to act on a 30 day bill, the bill is said to have received a "pocket veto." It is customary for the governor to act, however, on all bills submitted to him, and to give his reason in writing for approving or disapproving important legislation.

According to this paragraph, all of the following are true statements except:

- (a) Bills sent to the Governor in the last ten days of the session must be acted on within thirty days after the last day of the session.
 - (b) If the Governor takes no action on a 10 day bill, it is said to have received a "pocket veto."
 - (c) It is customary for the Governor to act on all bills submitted to him.
 - (d) If the Governor vetoes a ten day bill, it can become law only if passed by a two-thirds vote of the Legislature.
5. Heisenberg's Principle of Uncertainty, which states that events at the atomic level cannot be observed with certainty, can be compared to this: in the world of everyday experience we can observe any phenomenon and measure its properties without influencing the phenomenon in question to any significant extent. To be sure, if we try to measure the temperature of a demitasse with a bathtub thermometer, the instrument will absorb so much of the heat from the coffee that it will change the coffee's temperature substantially. But, with a small chemical thermometer, we may get a sufficiently accurate reading. We can measure the temperature of a living cell with a miniature thermometer, which has almost negligible heat capacity.

Which sentence is best supported by this paragraph?

- (a) There is little we do to alter by the mere act of observation.
 - (b) It is always a good idea to use the smallest measuring device possible.
 - (c) Chemical thermometers are more accurate than bathtub thermometers.
 - (d) It is not possible to observe events at the atomic level and be sure that the same events would occur if we were not observing them.
6. Workers who want to move in the direction of participative structures will need to confront the issues of power and control. The process of change needs to be mutually shared by all involved, or the outcome will not be a really participative model. The demand for a structural redistribution of power is not sufficient to address the problem of change toward a humanistic, as against a technological, workplace. If we are to change our institutional arrangements from hierarchy to participation, particularly in our workplaces, we will need to look to transformations in ourselves as well. As long as we are imbued with the legitimacy of hierarchical authority, with the sovereignty of the status quo, we will never be able to generate the new and original participative forms that we seek. This means if we are to be

equal to the task of reorganizing our workplaces, we need to think about how we can reeducate ourselves and become aware of our own assumptions about the nature of our social life together. Unless the issue is approached in terms of these complexities, I fear that all the worker participation and quality of work life efforts will fail.

According to the author, which of the following is not true?

- (a) Self-education concerning social roles must go hand in hand with workplace reorganization.
 - (b) The structural changing of the workplace, alone, will not bring about the necessary changes in the quality of work life.
 - (c) Individuals can easily overcome their attitudes toward hierarchical authority.
 - (d) Changing the quality of work life will require the participation of all involved.
7. The concentration of women and female-headed families in the city is both cause and consequence of the city's fiscal woes. Women live in cities because it is easier and cheaper for them to do so. But because fewer women are employed, and those that are receive lower pay than men, they do not make the same contribution to the tax base that an equivalent population of men would. Concomitantly, they are more dependent on public resources, such as transportation and housing. For these reasons alone, urban finances would be improved by increasing women's employment opportunities and pay. Yet nothing in our current urban policy is specifically geared to improving women's financial resources. There are some proposed incentives to business to create more jobs, but not necessarily ones that would utilize the skills women currently have. The most innovative proposal was a tax credit for new hires from certain groups with particularly high unemployment rates. None of the seven targeted groups were women.

Which sentence is best supported by this paragraph?

- (a) Innovative programs are rapidly improving conditions for seven targeted groups with traditionally high unemployment rates.
- (b) The contribution of women to a city's tax base reflects their superior economic position.

- (c) Improving the economic position of women who live in cities would help the financial conditions of the cities themselves.
 - (d) Most women in this country live in large cities.
8. In naming intervals that are wider than the octave, musicians follow one of two practices. The first is simply that of starting over again; thus the two tones C-D, which frame nine tones: C-D-E-F-G-A-B-C-D may be called a second. Or, one may simply count the full number of tones and call it a ninth. Both terms are used interchangeably. If the two tones C-D are sounded simultaneously, they are commonly called a second, in that the second and ninth are identical from the point of view of harmonics; if they are sounded in succession, they are called a ninth, inasmuch as there is a great difference in a melody between a second and the leap of a ninth.

According to this passage, if the two tones C-D are sounded in succession:

- (a) The result is called an octave.
 - (b) The result is called a second.
 - (c) The result is part of a "minor third".
 - (d) The result is called a ninth.
9. A young person's first manager is likely to be the most influential person in his or her career. If this manager is unable or unwilling to develop the skills the young employee needs to perform effectively, the latter will set lower personal standards than he or she is capable of achieving, that person's self-image will be impaired, and he or she will develop negative attitudes toward the job, the employer, and - in all probability - toward his or her career. Since the chances of building a successful career with the employer will decline rapidly, he or she will leave, if that person has high aspirations, in hope of finding a better opportunity. If, on the other hand, the manager helps the employee to achieve maximum potential, he or she will build a foundation for a successful career.

According to this passage:

- (a) If an employee has negative attitudes toward his or her job, the manager is to blame.
- (b) Managers of young people often have a great influence upon their careers.
- (c) Good employees will leave a job they like if they are not given a chance to develop their skills.
- (d) Managers should develop the full potential of their young employees.

10. The problem with present planning systems, public or private, is that accountability is weak. Private planning systems in the global corporations operate on a set of narrow incentives that frustrate sensible public policies such as full employment, environmental protection, and price stability. Public planning is Olympian and confused because there is neither a clear consensus on social values nor political priorities. To accomplish anything, explicit choices must be made. But these choices can be made effectively only with the active participation of the people most directly involved. This, not nostalgia for small-town times gone forever, is the reason that devolution of political power to local communities is a political necessity. The power to plan locally is a precondition for sensible integration of cities, regions, and countries into the world economy.

According to the author:

- (a) People most directly affected by issues should participate in deciding those issues.
 - (b) Private planning systems are preferable to public planning systems.
 - (c) There is no good system of government.
 - (d) County governments are more effective than state governments.
11. The universe is 15 billion years old, and the geological underpinnings of the earth were formed before the first sea creature slithered out of the slime. But it is only in the last 6,000 years or so that men have descended into mines to chop and scratch at the earth's crust. Human history is, as Carl Sagan put it, the equivalent of a few seconds in the 15 billion year life of the earth. What alarms those who keep track of the earth's crust is that since 1950, human beings have managed to consume more minerals than we mined in all previous history, a splurge of a millisecond in geologic time that cannot be long repeated without using up the finite riches of the earth.

Of the following, the main idea of this paragraph is:

- (a) There is true cause for concern at the escalating consumption of the earth's minerals in recent years.
- (b) Human history is the equivalent of a few seconds in the 15 billion year life of the earth.
- (c) The earth will soon run out of vital mineral resources.
- (d) The extraction of minerals from the earth's crust only began 6,000 years ago.

12. Much of the lore of management in the West regards ambiguity as a symptom of a variety of organizational ills whose cure is larger doses of rationality, specificity, and decisiveness. But is ambiguity not sometimes desirable? Ambiguity may be thought of as a shroud on the unknown, surrounding certain events. The Japanese have a word for it -- *ma* -- for which there is no English translation. The word is valuable because it gives an explicit place to the unknowable aspect of things. In English we may refer to an empty space between the chair and the table. The Japanese don't say the space is empty but "full of nothing." However amusing the illustration, it goes to the core of the issue. Westerners speak of what is unknown primarily in reference to what is known (like the space between the chair and the table), while most Eastern languages give honor to the unknown in its own right.

Of course, there are many situations a manager encounters where being explicit and decisive is not only helpful but necessary. There is considerable advantage, however, in having a dual frame of reference -- recognizing the value of both the clear and the ambiguous. The point to bear in mind is that in certain situations, ambiguity may serve better than absolute clarity.

Which of these sentences is best supported by the passage?

- (a) We should cultivate the art of being ambiguous.
 - (b) Ambiguity may sometimes be an effective management tool.
 - (c) Westerners do not have a dual frame of reference.
 - (d) It's important to recognize the ambiguous aspects of all situations.
13. Everyone ought to accustom himself to grasp in his thought at the same time facts that are at once so few and simple, that he shall believe that he has knowledge of anything which he does not mentally behold with a distinctness equal to that of the objects which he knows most distinctly of all. It is true that some people are born with a much greater aptitude for such discernment than others. Yet, the mind can be made much more expert at such work by art and exercise. But there is one fact which I should here emphasize above all others; and that is everyone should firmly persuade themselves that none of the sciences, however, abstruse, is to be deduced from lofty and obscure matters, but that they all proceed only from what is easy and more readily understood.

--Descartes, "Rules for the Direction of the Mind"

According to Descartes:

- (a) People should concentrate primarily on simple facts.
- (b) Intellectually gifted people have a great advantage over others.

- (c) Even difficult material and theories proceed from what is readily understood.
- (d) If a scientist cannot grasp a simple theory, he or she is destined to fail.

14. Goethe's casual observations about language contain a profound truth. Every word in every language is a part of a system of thinking unlike any other. Speakers of different languages live in different worlds; or rather, they live in the same world but can't help looking at it in different ways. Words stand for patterns of experience. As one generation hands on its language to the next, it also hands on a fixed pattern of thinking, seeing and feeling. When we move from one language to another, nothing stays put; different people carry different nerve patterns in their brains, and there's no point where they fully match.

According to this passage:

- (a) Language differences and their ramifications are a major cause of tensions between nations.
- (b) It is not a good use of one's time to read novels that aren't translated from another language, because of the tremendous differences in interpretation.
- (c) Differences in languages reflect the different experiences of people the world over.
- (d) Language students should be especially careful to retain awareness of the subtleties of their native language.

15. Most managers make the mistake of using "absolutes" as signals of trouble -- or its absence. A quality problem emerges and that means trouble. A test is passed, and we have no problems. Outside of routine organizations, there are always going to be such signals of trouble or success, but they are not very meaningful. Many times everything looks good, but the roof is about to cave in because something no one thought about and for which there is no rule, procedure, or test -- has been neglected. The specifics of such problems cannot be predicted, but they are often signaled in advance by changes in the organizational system: managers spend less time on the project; minor problems proliferate; friction in the relationships between adjacent work groups or departments increases; verbal progress reports become overly glib; changes occur at the rate at which certain events happen, not in whether or not they happen. And they are monitored by random probes into the organization -- seeing how things are going.

According to this paragraph:

- (a) Managers do not spend enough time managing.

- (b) Managers have a tendency to become overly glib when writing reports.
 - (c) Managers should be aware that problems that exist in the organization may not exhibit predictable signs of trouble.
 - (d) Managers should attempt to alleviate friction in the relationship between adjacent work groups by monitoring random probes into the organization's problems.
16. "Lack of challenge" and "excessive zeal" are opposite villains. You cannot do your best on a problem unless you are motivated. Professional problem solvers learn to be motivated somewhat by money and future work that may come their way if they succeed. However, challenge must be present for at least some of the time, or the process ceases to be rewarding. On the other hand, an excessive motivation phenomenon is often apparent in problem solving. The person who thinks up a simple elegant solution, even if he or she takes longer in doing so, often wins. As in the race, the tortoise depends upon an inconsistent performance from the rabbit. And, if the rabbit spends so little time on conceptualization that the rabbit merely chooses the first answers that occur, such inconsistency is almost guaranteed.

According to this paragraph:

- (a) Excessive motivation to succeed can be harmful in problem solving.
 - (b) It is best to spend a long time on solving problems.
 - (c) Motivation is the most important component in problem solving.
 - (d) Choosing the first solution that occurs is a valid method of problem solving.
17. Virginia Woolf's approach to the question of women in fiction, about which she wrote extensively, polemically, and in a profoundly feminist way, was grounded in the theory of literature. She argued that the writer was the product of her or his historical circumstances, and that material conditions were of crucial importance. Secondly, she claimed that these material circumstances had a profound effect on the psychological aspects of writing, and that they could be seen to influence the nature of the creative work itself.

According to this paragraph:

- (a) The material conditions and historical circumstances in which male and female writers find themselves greatly influences their work.
- (b) A woman must have an independent income to succeed as a writer.

- (c) Virginia Woolf preferred the writings of female authors, as their experiences more clearly reflected hers.
 - (d) Male writers are less likely than women writers to be influenced by material circumstances.
18. It is an interesting question: the ease with which organizations of different kinds at different stages in their history can continue to function with ineffectual leadership at the top, or even function without a clear system of authority. Certainly, the success of some experiments in worker self-management shows that "bosses" are not always necessary, as some contemporary Marxists argue. Indeed, sometimes the function of those at the top is merely to symbolize organizational accountability, especially in dealing with outside authorities, but not to guide the actions of those within the organization. A vice president of a large insurance company remarked to us that "Presidents are powerless; no one needs them. They should all be sent off to do public relations for the company." While this is clearly a self-serving statement from someone next in line of command, it does give meaning to the expression "being kicked upstairs."

According to the author:

- (a) Organizations function very smoothly without bosses.
 - (b) The function of those at the top is sometimes only to symbolize organizational accountability.
 - (c) Company presidents are often inept at guiding the actions of those within the organization.
 - (d) Presidents of companies have less power than one might assume they have.
19. No people have invented more ways to enjoy life than have the Chinese -- perhaps to balance floods, famine, warlords and other ills of fate. The clang of gongs, clashing cymbals, and beating drums sound through their long history. No month is without fairs and theatricals when streets are filled with fantasies of painted lanterns and crowded with "carriages that flow like water, horses like roaming dragons." Night skies are illumined by firecrackers -- a Chinese invention -- bursting in the form of flowerpots, peonies and fiery devils. The ways of pleasure are myriad. Music plays in the air through bamboo whistles of different pitch, tied to the wings of circling pigeons. To skim a frozen lake in an ice sleigh with a group of friends on a day when the sun is warm is pure rapture, like "moving in a cup of jade." What's more delightful than the ancient festival called "Half an Immortal," when everyone from palace officials to commoners took a ride on a swing? When high in the air, one felt like an immortal; when back to earth once again, human -- no more than to be for an instant a god.

According to this passage:

- (a) If the Chinese hadn't had so many misfortunes, they probably wouldn't have created so many pleasurable pass times.
- (b) The Chinese invented flowerpots.
- (c) Every month the Chinese have fairs and theatricals.
- (d) Pigeons are used to play the game "Half an Immortal".

20. In our century, instead, poor Diphilus is lost in the crowd of his peers. We flood one another. No one recognizes him as he loads his basket in the supermarket. What grievous fits of melancholy have I not suffered in one of our larger urban bookstores, gazing at the hundreds, thousands, the tens of thousands of books on shelves and tables? And what are they to the hundreds of thousands, the millions that stand in our research libraries? More books than Noah saw raindrops. How many readers will read a given one of them -- mine -- yours -- in their lifetimes? And how will it be in the distant future? Incomprehensible masses of books, Pelion upon Ossa, hordes of books, each piteously calling for attention, respect, love, in competition with the vast disgorgements of the past and with each other in the present. Neither is it at all helpful that books can now be reduced to the size of a postage stamp. Avant! Place the Bible on a pinhead! Crowding more books into small spaces does not cram more books into our heads.

Here I come to the sticking point that unnerves the modern Diphilus. The number of books a person can read in a given time is, roughly speaking, a historical constant. It does not change significantly even when the number of books available for reading does. Constants are pitted against variables to confound both writer and reader.

Of the following, the main idea in this passage is:

- (a) It is difficult to attain immortality because so many books are being published.
- (b) Too many books are being published, so fewer people are reading them.
- (c) Because so many books are being published, the quality of writing is poorer.
- (d) Because so many books are available, but with only a fixed amount of time to read them, frustration results for both the reader and the writer.

21. Until recently, consciousness of sexual harassment has been low. But workers have become aware of it as more women have arrived at levels of authority in the workplace, feminist groups have focused attention on rape and other violence against women, and students have felt freer to report perceived abuse by professors. In the past five years, studies have shown that sexual misconduct in the workplace is a big problem. For example, in a recently published survey of federal employees, 42% of 694,000 women and 15% of 1,168,000 men said they had experienced some form of harassment.

According to this author:

- (a) The awareness of sexual harassment in the workplace is increasing.
 - (b) The incidence of harassment is higher in universities than in the workplace.
 - (c) Sexual harassment is much more commonly experienced by women than by men.
 - (d) It is rare for men to experience sexual harassment.
22. Western scientists are now beginning to discover what the philosophers of India have known for millennia: that the entire universe consists of one energy. The ancient Indian philosophers, who were scientists of the spirit, called that energy Consciousness, or God. They felt that this supreme Consciousness created the entire cosmos out of its own being. A builder may use wood, stone, and other materials to construct something, but Consciousness used no external materials; it brought forth everything from within itself. The Indian philosophers felt we are all portions of this universe of Consciousness. They believed we are not different from one another, and we are not different from God. If one sows a mango seed one will get a mango, never a lemon. In the same way, that which is born of God can never be other than God. They felt that within the human heart dwells a shimmering effulgence whose brilliance surpasses even that of the sun. This inner Consciousness is the same as that which creates and sustains the entire universe. But we are not aware of this. Even though we have come from this Consciousness, we have changed our understanding about ourselves.

According to the author:

- (a) Physicists are beginning to discover what Indian philosophers have known for many years - that the universe consists of one energy.
- (b) Consciousness and God are identical, as are mangos and lemons.
- (c) Ancient Indian philosophers knew more than modern scientists.
- (d) The consciousness that created the universe is also inside us.

UNDERSTANDING AND INTERPRETING WRITTEN MATERIAL

SAMPLE INTERPRETIVE QUESTIONS

Now that you've had a chance to work with the preceding 22 written exam test questions of this nature, here are 15 more "interpretive" questions which will provide you more opportunity to practice understanding and interpreting written material. Remember, some of these writings are rather technical in nature. You'll do just fine if you exercise persistence, and focus on the meaning each author is attempting to convey.

For each of the following questions, select the letter that represents the best of the four possible answers.

1. A convincing body of behavioral research points to the validity of the self-fulfilling prophecy. Once an expectation is set, even if it's not accurate, we tend to act in ways that are consistent with that expectation. In one experiment, for example, a Harvard professor told a group of students that he had developed a strain of extremely intelligent rats that could run through mazes quickly. He then distributed perfectly normal rats at random, telling half the students they had the "super maze" rats, and the other half that they had the "maze dull" rats. The super rats improved daily in running through the maze, and by the end of the experiment were far superior in speed to the "dull" rats. He also found that students who believed they were working with intelligent animals liked them better and found them more pleasant. They felt more relaxed with them, treated them more gently and were more enthusiastic about the experiment than students who thought they had dull rats to work with. This type of experiment has been conducted many times. In one instance, teachers were given the locker numbers of students and told that these numbers were the student's IQ's. The students with the higher IQs did much better than those with lower IQs. Studies have also found that the expectations supervisors and managers have of their employees can play a critical role in how well the employees perform. One dramatic illustration of this occurred in the 1960's, when a professor at Tulane University believed he could teach a university custodian with no computer experience to become a computer operator. The university initially refused to cooperate because the employee had failed the test miserably. The professor threatened to quit unless given the opportunity. The employee not only became a successful computer operator, but he also ended up running the main computer room and being responsible for the training of new employees. Managers should not underestimate the extent to which their expectations can influence the performance of their employees.

Which statement is best supported by the above passage?

- (a) One's expectations can have a significant effect on another's expectations.
- (b) Students with high IQs will usually perform better than those with low IQs.
- (c) A new strain of super rats has been developed at a major university.
- (d) Anyone can succeed, if only given the chance.

2. During the one second that blood is running through the capillaries of the lungs, the single atom of zinc that is set in the center of the enzyme carbonic anhydrase comes into contact with 600,000 of its target molecules -- carbonic acid. As a result, each is broken down into one carbon dioxide and one water molecule. Only because the enzyme acts so quickly is it possible for the carbon dioxide to be freed fast enough from its components to leave the blood during that moment in the alveolus when it is separated from air only by a very thin membrane. So our ability to rid our bodies of CO₂ is totally dependent on these critically located atoms of zinc. Yet, until a few years ago, zinc was considered to be of little significance in the body's functioning.

The author's main point is:

- (a) Zinc helps metabolize carbohydrates.
 - (b) Zinc is less important than was previously thought.
 - (c) The enzyme carbonic acid has one atom of zinc in its center.
 - (d) Zinc is essential to the body's ability to exhale CO₂
3. Unless managers involved in planning are able to separate the "how's" from the "what's" and can reserve discussion on the "how to's"; until they actively define what needs to be done, they are going to end up with ineffective, ego-centered incomplete planning that will inevitably lead to future problems. Once what needs to be done is clearly determined, then all the technological experts can go to work on how to do it.

Which statement is best supported by the paragraph?

- (a) It is best for organizations to have large planning departments.
- (b) It is important for managers to define objectives.
- (c) It is important for organizations to have technological experts.

(d) Poor planning is usually the result of a manager's overly large ego.

4. A recent study examined how management and employees rated eight job conditions. About 3000 employees were asked, "What do you want most from your job?" and "How would you rate these wants in order of importance?" Later, their managers and supervisors were asked to rank these items in the order that they thought would be important to their employees. The results:

AREAS OF JOB SATISFACTION MOST WANTED BY EMPLOYEES	EMPLOYEES' RATING BY IMPORTANCE	MANAGER'S RATING BY IMPORTANCE
Credit for work they do	1	7
Interest in work	2	3
Fair pay with salary increases	3	1
Understanding and appreciation	4	5
Promotion on merits	5	4
Counseling on personal problems	6	8
Physical work conditions	7	6
Job security	8	2

Which statement about the study is best supported by the above paragraph?

- (a) Promotion on merits was more important to the managers' own careers than physical working conditions.
- (b) The employees felt fair pay was more important than receiving credit for the work they do.
- (c) Managers thought their employees were more interested in getting credit for the work they do than with their physical working conditions.
- (d) Managers felt that job security was more important to employees than employees' interest in the work they do.
5. In 1965, the Harvard Business Review conducted a survey of its readership and found that eighty-six percent of the men who responded felt men were uncomfortable working with women managers, and forty-one percent of the men surveyed looked on women holding management positions with disfavor. The same survey was distributed 20 years later. While parts of the survey reflected marked progress, over half the men surveyed indicated they would not feel comfortable working for a woman. There was also a small increase in the number of women who said they would not work for a woman. The 1985 survey still found very large salary discrepancies between men and women managers. For example, women in the same experience bracket as men were more than

ten times as likely to earn less than \$30,000 a year. The number of men who said that "the business community will never wholly accept women executives" dropped from sixty-one percent to twenty percent by 1985, but dropped for women surveyed by only seven percent, from forty-seven percent to forty percent.

Which statement about the two surveys is best supported by this paragraph?

- (a) Eighty-six percent of the men who responded to the 1985 survey felt men were uncomfortable working with women managers.
 - (b) The women in the surveys were more pessimistic about the business community's total acceptance of women executives than the men in these surveys.
 - (c) Women managers would prefer to work for male managers.
 - (d) In 1985, the women surveyed were more pessimistic about the business community's total acceptance of women executives than the men surveyed.
6. Most often, leadership qualities are learned. Contrary to popular opinion, leaders are usually made, not born. Studies have found no significant relationship between the ability to lead and characteristics such as age, height, weight, sex, race, and other physical characteristics. Successful leaders have most often worked hard at learning how to work well with others and how to communicate clearly with them. In the beginning of a new manager's career, however, he or she may experience some difficulty in developing leadership qualities. As a result, a high percentage of new managers (thirty to forty-five percent, depending on the study), very often are not adequately prepared for their promotion or perform at a substandard level. Because of this, harmful patterns may develop that limit the manager's leadership ability and the result may be the inability to advance any further. Poor leadership can also lead to a great deal of stress on the job for the manager and for those he or she supervises. Having to work for a poor supervisor, for example, has been found by one study to significantly increase one's risk of heart disease. Training seminars to help new managers get off to a good start and avoid harmful patterns that can hurt both themselves and those they supervise have often been found to be quite effective.

The author of this passage would most likely agree with all of the following statements EXCEPT:

- (a) Leaders are more likely to be made, not born.
- (b) The majority of new managers perform at a substandard level, or they are not adequately prepared for promotion.
- (c) It is common for new managers to experience some stress related to the new job.
- (d) It is important for new managers to know how to work well and communicate well with others.

7. The idea of the sexual division of labor is a changeable concept, subject to the particular needs of segments of society which frequently change. For example, in 1917, the banking community was faced with a shortage of labor. They attracted women into clerical and lower-level managerial jobs by arguing that women "are exceptionally fitted for the work of this character -- their neatness, deft handling of money and papers, tact and a certain intuitive judgment all being qualifications that count in their favor." In the early 1930's, there was a very large supply of male workers available because of the Depression. The banking industry changed its mind and said it could not hire women, even as tellers, because they were poor at figures and because the public would not accept the notion of handing over its money to women. A few years later, faced with a shortage of male labor due to the Second World War, banks once again hired women as tellers. Industry journals argued then that women would make ideal tellers because they would be good at dealing with the public.

Which statement is best supported by this passage?

- (a) Female bank tellers are more likely to be better at dealing with the public than male bank tellers.
 - (b) The kinds of work women are encouraged and expected to perform may depend upon the particular needs of an industry.
 - (c) The banking industry promotes few women into high level management positions.
 - (d) Women are best suited for lower and mid-management positions.
8. An earthquake can be measured qualitatively or quantitatively. The qualitative scale most commonly used is the Modified Mercalli Intensity Scale. The scale rates quakes from "1" (least intense) to "12" (most intense) based on the reactions of both animate and inanimate objects -- including people. A quake rated "1" on this scale would be barely detectable by people, but it would cause doors and chandeliers to swing slowly. Quakes rated "12" are those which produce general panic and near total destruction. The quantitative Richter Scale, on the other hand, measures quakes based on the logarithm of the height of the seismic wave. Each number represents a quake ten times greater than the number before it. A quake of 2.5, for example, can scarcely be felt by local witnesses, while a quake of 3.5 can cause structural damage to buildings.

According to the author, an earthquake rated 6 on the Richter Scale is how many times greater than a quake rated 3?

- (a) Twice as great.
- (b) Three times as great.
- (c) 100 times greater.
- (d) 1000 times greater.

9. The instructions for a drain opener read as follows:

For a clogged drain there is no need to remove standing water. Use half of the bottle. Allow to work 30 minutes. Flush with hot water. Repeat application if necessary and let stand one hour, then flush with hot water. For severely clogged drains let stand overnight before flushing with cold water. For slow running drains use one-third of the bottle. Let stand 15 minutes. Repeat application two more times. Flush with hot water after the third application.

Listed below are four statements:

- I. For a slow running drain, it's suggested you use three applications.
- II. It's recommended that you flush a clogged drain with cold water after the drain opener has stayed in it for one hour.
- III. It's recommended that you let a severely clogged drain stand overnight before flushing with hot water.
- IV. According to the instructions, there is no need to remove standing water before using the drain opener.

Which letter represents the correct sequence?

- (a) I, III, and IV
- (b) I and III
- (c) I and IV
- (d) I, II, and IV

10. In the early 1970's some management theorists applied the idea of relativism to the workplace. Relativism is defined as the philosophy of guiding one's actions in the light of many values and goals -- objective as well as subjective. For organizations, relativism means that traditional goals (like profit, productivity and cost) are but one set of goals to attain. Such things as individual satisfaction, group norms, and the needs of society should also be considered. Some critics charge that if organizations had followed the basic principles of this theory, America's economy and its people would be substantially better off

today.

Which statement is best supported by this paragraph?

- (a) The theory of relativism focuses on merit.
- (b) The theory of relativism encourages the meeting of a variety of goals and objectives.
- (c) The theory of relativism had its major application in the workplace.
- (d) The theory of relativism is outdated.

11. Novel or dangerous or disturbing thoughts that cause a person to feel frightened, angry, anxious, grief-stricken or depressed can set the body ping-pong like a pinball machine with a dozen balls in play. The chemicals that trigger the uproar can affect the entire body almost simultaneously. Electrochemical activity in the brain causes the hypothalamus to trigger the release of adrenocorticotropin (ACTH) from the pituitary gland. ACTH, a hormone, travels in the bloodstream. Reaching the kidneys, ACTH prompts the adrenal glands to release hormones like cortisol and epinephrine, which can affect virtually every organ in the body. Epinephrine signals the heart to beat faster, speeding up the response to a crisis. The stomach starts producing the hormone gastrin as part of the general acceleration of metabolism. The kidneys begin to produce renin, provoking the constriction of the blood vessels. High cortisol levels may harm organs vital to the production of white blood cells. The spleen and thymus may shrink, weakening the immune system.

According to the passage, the reaction to stress is carried out in which of the following orders?

- I. The adrenal glands release hormones like cortisol.
- II. The heart beats faster because of epinephrine.
- III. The hypothalamus triggers release of adrenocorticotropin from the pituitary gland.
- IV. Adrenocorticotropin travels in the bloodstream.

Which letter represents the correct sequence?

- (a) I, II, III, IV
- (b) IV, I, III, II
- (c) IV, III, I, II
- (d) III, IV, I, II

12. The most astounding and developed symbolic device humanity has evolved is language. By means of language, we can conceive the intangible, incorporeal things we call our ideas, and the equally in ostensible elements of our perceptual world that we calls facts. It is by virtue of language that we can think, remember, imagine, and finally conceive a universe of facts. We can describe things and represent their relations, express rules of their interactions, speculate and predict, and carry on a long symbolizing process known as reasoning.

According to the author, all of the following are true EXCEPT:

- (a) Language allows us to think and to imagine.
 - (b) Although humanity has evolved language, reasoning is still a process that is frequently ignored.
 - (c) Language gives us the means to describe relationships between things.
 - (d) Facts and ideas are intangible things we conceive through language.
13. Government regulation served as a convenient rhetorical scapegoat to explain the ailing American economy during the 1980 presidential election, but it offered no real explanation. It is true that environmental laws required firms to invest in new equipment, but those costs were modest. In the last decade, the steel industry in this country spent an average of \$365 million annually to improve worker safety and reduce pollution. This was about seventeen percent of its annual capital investment during this period. Of this cost, forty-eight percent was subsidized through industrial-development bonds by state and local governments. Spending by European steelmakers was on the same scale, while Japanese steel manufacturers spent substantially more. Regulations for safety also added some costs to operating budgets, but the reduction in accidents has meant savings in time and expense that far outweigh the extra money spent.

Which statement is best supported by the passage?

- (a) Government regulation is the primary reason for the economic woes of the U.S.
- (b) U.S. steelmakers spent more for pollution control in the last decade than the Europeans did.
- (c) In the last decade, the U.S. steel industry spent \$365 million to improve worker safety and reduce pollution.
- (d) Taxpayers helped to pay for pollution controls implemented by steelmakers in the last decade.

14. All personal or home computers are microcomputers. These days, the "micro" market is bursting with competitive models and the attendant confusion. No one really knows all that the microcomputer is capable of doing, but new possibilities are being explored constantly. Right now, micros are best known for their personal qualities. Used by only one person at a time, a micro always allows you to do all your work or pleasure activities on a computer without having to share your information with anyone else. Your files are kept on a disk or tape or in the memory of your machine, and no one has access to those files unless you agree. Micros have also made it feasible for individuals to own computers. Until the microcomputer was developed, all computers were so expensive that only businesses and the very rich could justify their expense. It's the combination of price and personal control that makes microcomputers so attractive.

According to the author, all of the following are true EXCEPT:

- (a) Microcomputers are affordable.
 - (b) Home computers have a limited capability.
 - (c) Microcomputers may be used for work or pleasure.
 - (d) The micro's memory cannot be available to others without your OK.
15. The equal opportunity laws that have been in existence for the past several years have brought large numbers of minorities into the managerial ranks. According to the Bureau of Labor Statistics, between 1977 and 1982, the proportion of minority managers rose from 3.6% to 5.2%. Data for 1982 found that of all "officials and managers", 4.3% were blacks, (this includes 1.6% black females), and 20.4% were white females. While this indicates a great deal of progress over the previous several years, it appears that most of the progress was made at the middle levels. A 1979 survey of 1,708 senior executives at America's "Fortune 500" companies found three blacks, two Asians, two Hispanics, and eight females. A 1985 survey of 1,362 senior executives at the same companies found four blacks, two Asians, three Hispanics, and twenty-nine women. A 1983 survey of 785 business opinion leaders ranked affirmative action for women and minorities twenty-third out of twenty-five human resource priorities. While many top executives are committed to fairness and promoting qualified candidates, regardless of race or sex, it seems a major problem may be the influencing of unconscious, unthinking criteria in promoting managers. Prejudice can be very subtle in practice, but very obvious in its consequences.

Which statement is best supported by this passage?

- (a) Affirmative action is still a major concern of business opinion leaders in the U.S.
- (b) True affirmative action means that the most qualified person for the job will get the job.
- (c) Progress in hiring minorities and women at the senior level of this country's major business firms has been slow.

(d) Prejudice is usually subtle.

WRITTEN ENGLISH / PREPARING WRITTEN MATERIAL

GRAMMAR AND USAGE

Questions 1-6 address correct and incorrect punctuation in sentences. See how well you do with these.

1. Which of the sentences below is punctuated incorrectly?
 - (a) Johnson said, "One tiny virus, Blanche, can multiply so fast that it will become 200 viruses in 25 minutes."
 - (b) With economic pressures hitting them from all sides, American farmers have become the weak link in the food chain.
 - (c) The degree to which this is true, of course, depends on the personalities of the people involved, the subject matter, and the atmosphere in general.
 - (d) "What loneliness, asked George Eliot, is more lonely than distrust?"

2. Which of the following sentences is punctuated incorrectly?
 - (a) Based on past experiences, do you expect the plumber to show up late, not have the right parts, and overcharge you.
 - (b) When polled, however, the participants were most concerned that it be convenient.
 - (c) No one mentioned the flavor of the coffee, and no one seemed to care that china was used instead of plastic.
 - (d) As we said before, sometimes people view others as things; they don't see them as living, breathing beings like themselves.

3. How many commas should there be in the following sentence?

Convention members traveled here from Kingston New York Pittsfield Massachusetts Bennington Vermont and Hartford Connecticut.

(a) 3	(b) 4
(c) 5	(d) 6

4. How many commas should there be in the following sentence?

Of the two speakers the one who spoke about human rights is more famous and more humble.

- (a) 1
- (b) 2
- (c) 3
- (d) 4

5. Which sentence is punctuated incorrectly?

- (a) Five people voted no; two voted yes; one person abstained.
- (b) Well, consider what has been said here today, but we won't make any promises.
- (c) Anthropologists divide history into three major periods: the Stone Age, the Bronze Age, and the Iron Age.
- (d) Therefore, we may create a stereotype about people who are unsuccessful; we may see them as lazy, unintelligent, or afraid of success.

6. Which sentence is punctuated incorrectly?

- (a) Studies have found that the unpredictability of customer behavior can lead to a great deal of stress, particularly if the behavior is unpleasant or if the employee has little control over it.
- (b) If this degree of emotion and variation can occur in spectator sports, imagine the role that perceptions can play when there are real stakes involved.
- (c) At other times, however hidden expectations may sabotage or severely damage an encounter without anyone knowing what happened.
- (d) There are usually four issues to look for in a conflict: differences in values, goals, methods, and facts.

Questions 7-10: These questions test your ability to distinguish between words that sound alike but are spelled differently and have different meanings. In the following groups of sentences, which one of the underlined words is used incorrectly?

- 7. (a) By accepting responsibility for their actions, managers promote trust.
- (b) Dropping hints or making illusions to things that you would like changed sometimes leads to resentment.

- (c) The entire unit loses respect for the manager and resents the reprimand.
- (d) Many people are averse to confronting problems directly; they would rather avoid hem.
8. (a) What does this say about the effect our expectations have on those we supervise?
- (b) In an effort to save time between 9 AM and 1 PM, the staff members devised their own interpretation of what was to be done on these forms.
- (c) The task master's principal concern is for getting the work done; he or she is not concerned about the needs or interests of employees.
- (d) The advisor's main objective was increasing Angela's ability to invest her capitol wisely.
9. (a) A typical problem is that people have to cope with the internal censer of their feelings.
- (b) Sometimes, in their attempt to sound more learned, people speak in ways that are barely comprehensible.
- (c) The council will meet next Friday to decide whether Abrams should continue as representative.
- (d) His descent from grace was assured by that final word.
10. (a) The doctor said that John's leg had to remain stationary or it would not heal properly.
- (b) There is a city ordinance against parking too close to fire hydrants.
- (c) Meyer's problem is that he is never discrete when talking about office politics.
- (d) The current British Prime Minister probably works harder than any other prime minister has worked.

Questions 11-20: For each of the following groups of sentences, select the sentence which best exemplifies correct English usage and grammar.

11. (a) She is a woman who, at age sixty, is distinctly attractive and cares about how they look.
- (b) It was a seemingly impossible search, and no one knew the problems better than she.
- (c) On the surface, they are all sweetness and light, but his morbid character is under it.
- (d) The mini copier, designed to appeal to those who do business on the run like architects in the field or business travelers, weigh about four pounds.
12. (a) Neither the administrators nor the union representative regret the decision to settle the disagreement.
- (b) The plans which are made earlier this year were no longer being considered.
- (c) I would have rode with him if I had known he was leaving at five.
- (d) I don't know who she said had it.
13. (a) Writing at a desk, the memo was handed to her for immediate attention.
- (b) Carla didn't water Carl's plants this week, which she never does.
- (c) Not only are they good workers, with excellent writing and speaking skills, and they get to the crux of any problem we hand them.
- (d) We've noticed that this enthusiasm for undertaking new projects sometimes interferes with his attention to detail.

14. (a) It's obvious that Nick offends people by being unruly, inattentive, and having no patience.
- (b) Marcia told Genie that she would have to leave soon.
- (c) Here are the papers you need to complete your investigation.
- (d) Julio was startled by you're comment.
15. (a) The new manager has done good since receiving her promotion, but her secretary has helped her a lot.
- (b) One of the personnel managers approached John and tells him that the client arrived unexpectedly.
- (c) If somebody can supply us with the correct figures, they should do so immediately.
- (d) Like zealots, advocates seek power because they want to influence the policies and actions of the organization.
16. (a) Between you and me, Chris probably won't finish this assignment in time.
- (b) Rounding the corner, the snack bar appeared before us.
- (c) Parker's radical reputation made to the Supreme Court his appointment impossible.
- (d) By the time we arrived, Marion finishes briefing James and returns to Hank's office.
17. (a) As we pointed out earlier, the critical determinant of success of middle managers is their ability to communicate well with others.
- (b) The lecturer stated there wasn't no reason for bad supervision.
- (c) We are well aware whose fault in this instance.
- (d) When planning important changes, it's often wise to seek the participation of others because employees often have much valuable ideas to offer.

18. (a) Joan had ought to throw out those old things that were damaged when the roof leaked.
- (b) I spose he'll let us know what he's decided when he finally comes to a decision.
- (c) Carmen was walking to work when she suddenly realized that she had left her lunch on the table as she passed the market.
- (d) Are these enough plants for your new office?
19. (a) First move the lever forward, and then they should lift the ribbon casing before trying to take it out.
- (b) Michael finished quickest than any other person in the office.
- (c) There is a special meeting for we committee members today at 4 p.m.
- (d) My husband is worried about our having to work overtime next week.
20. (a) Another source of conflicts are individuals who possess very poor interpersonal skills.
- (b) It is difficult for us to work with him on projects because these kinds of people are not interested in team building.
- (c) Each of the departments was represented at the meeting.
- (d) He never should of past that truck on the right.

Questions 21-28: In these sentences, there may be a problem with English grammar or usage. If a problem does exist, select the letter that indicates the most effective change. If no problem exists, select choice a.

21. He rushed her to the hospital and stayed with her, even though this took quite a bit of his time, he didn't charge her anything.
- (a) No changes are necessary.
- (b) Change even though to although.
- (c) Change the first comma to a period and capitalize even.
- (d) Change rushed to had rushed.

22. Waiting that appears unfairly feels longer than waiting that seems justified.
- (a) No changes are necessary.
 - (b) Change unfairly to unfair.
 - (c) Change appears to seems.
 - (d) Change longer to longest.
23. May be you and the person who argued with you will be able to reach an agreement.
- (a) No changes are necessary.
 - (b) Change will be to were.
 - (c) Change argued with to had an argument with.
 - (d) Change may be to maybe.
24. Any one of them could of taken the file while you were having coffee.
- (a) No changes are necessary.
 - (b) Change any one to anyone.
 - (c) Change of to have.
 - (d) Change were having to were out having.
25. While people get jobs or move from poverty level to better paying employment, they stop receiving benefits and start paying taxes.
- (a) No changes are necessary.
 - (b) Change While to As.
 - (c) Change stop to will stop.
 - (d) Change get to obtain.
26. Maribeth's phone rang while talking to George about the possibility of their meeting Tom at three this afternoon.
- (a) No changes are necessary.
 - (b) Change their to her.
 - (c) Move to George so that it follows Tom.
 - (d) Change talking to she was talking.

27. According to their father, Lisa is smarter than Chris, but Emily is the smartest of the three sisters.
- (a) No changes are necessary.
 - (b) Change their to her.
 - (c) Change is to was.
 - (d) Make two sentences, changing the second comma to a period and omitting but.
28. Yesterday, Mark and he claim that Carl took Carol's ideas and used them inappropriately.
- (a) No changes are necessary.
 - (b) Change claim to claimed.
 - (c) Change inappropriately to inappropriate.
 - (d) Change Carol's to Carols'.

Questions 29-34: For each group of sentences below, select the choice that represents the best editing of the problem sentence. This set of questions tests your ability to interpret statements.

29. The managers expected employees to be at their desks at all times, but they would always be late or leave unannounced.
- (a) The managers wanted employees to always be at their desks, but they would always be late or leave unannounced.
 - (b) Although the managers expected employees to be at their desks no matter what came up, they would always be late and leave without telling anyone.
 - (c) Although the managers expected employees to be at their desks at all times, the managers would always be late or leave without telling anyone.
 - (d) The managers expected the employees to never leave their desks, but they would always be late or leave without telling anyone.
30. The one who is department manager he will call you to discuss the problem tomorrow morning at 10 a.m.
- (a) The one who is department manager will call you tomorrow morning at ten to discuss the problem.

- (b) The department manager will call you to discuss the problem tomorrow at 10 a.m.
- (c) Tomorrow morning at 10 a.m., the department manager will call you to discuss the problem.
- (d) Tomorrow morning the department manager will call you to discuss the problem.

31. A conference on child care in the workplace the \$200 cost of which to attend may be prohibitive to childcare workers who earn less than that weekly.

- (a) A conference on child care in the workplace that costs \$200 may be too expensive for childcare workers who earn less than that each week.
- (b) A conference on child care in the workplace, the cost of which to attend is \$200, may be prohibitive to childcare workers who earn less than that weekly.
- (c) A conference on child care in the workplace who costs \$200 may be too expensive for childcare workers who earn less than that a week.
- (d) A conference on child care in the workplace which costs \$200 may be too expensive to childcare workers who earn less than that on a weekly basis.

32. In accordance with estimates recently made, there are 40,000 to 50,000 nuclear weapons in our world today.

- (a) Because of estimates recently, there are 40,000 to 50,000 nuclear weapons in the world today.
- (b) In accordance with estimates made recently, there are 40,000 to 50,000 nuclear weapons in the world today.
- (c) According to estimates made recently, there are 40,000 to 50,000 weapons in the world today.
- (d) According to recent estimates, there are 40,000 to 50,000 nuclear weapons in the world today.

33. Motivation is important in problem solving, but they say that excessive motivation can inhibit the creative process.
- (a) Motivation is important in problem solving, but, as they say, too much of it can inhibit the creative process.
 - (b) Motivation is important in problem solving and excessive motivation will inhibit the creative process.
 - (c) Motivation is important in problem solving, but excessive motivation can inhibit the creative process.
 - (d) Motivation is important in problem solving because excessive motivation can inhibit the creative process.
34. In selecting the best option calls for consulting with all the people that are involved in it.
- (a) In selecting the best option consulting with all the people concerned with it.
 - (b) Calling for the best option, we consulted all the affected people.
 - (c) We called all the people involved to select the best option.
 - (d) To be sure of selecting the best option, one should consult all the people involved.
35. And for an interesting twist on interpreting written material, here's a letter that certainly can stand some improvement!

Dear Sir:

We are so sorry that we have had to backorder your order for 15,000 widgets and 2,300 whatzits for such a long time. We have been having incredibly bad luck lately. When your order first came in no one could get to it because my secretary was out with the flu and her replacement didn't know what she was doing, then there was the dock strike in Cucamonga which held things up for awhile, and then it just somehow got lost. We think it may have fallen behind the radiator.

We are happy to say that all these problems have been taken care of, we are caught up on supplies, and we should have the stuff to you soon, in the near future -- about two weeks. You may not believe us after everything you've been through with us, but it's true.

We'll let you know as soon as we have a secure date for delivery. Thank you so much for continuing to do business with us after all the problems this probably has caused you.

Yours very sincerely,

Rob Barker

From the options below, select the version that is most in accordance with standard business style, tone, and form.

(a) Dear Sir:

We are so sorry that we have had to back order your order for 15,000 widgets and 2,300 whatzits. We have been having problems with staff lately and the dock strike hasn't helped anything.

We are happy to say that all these problems have been taken care of. I've told my secretary to get right on it, and we should have the stuff to you soon. Thank you so much for continuing to do business with us after all the problems this must have caused you.

We'll let you know as soon as we have a secure date for delivery.

Sincerely,

Rob Barker

(b) Dear Sir:

We regret that we haven't been able to fill your order for 15,000 widgets and 2,300 whatzits in a timely fashion.

We'll let you know as soon as we have a secure date for delivery.

Sincerely,

Rob Barker

(c) Dear Sir:

We are so very sorry that we haven't been able to fill your order for 15,000 widgets and 2,300 whatzits. We have been having incredibly bad luck lately, but things are much better now.

Thank you so much for bearing with us through all this. We'll let you know as soon as we have a secure date for delivery.

Sincerely,

Rob Barker

(d) Dear Sir:

We are very sorry that we haven't been able to fill your order for 15,000 widgets and 2,300 whatzits. Due to unforeseen difficulties, we have had to backorder your request. At this time, supplies have caught up with demand, and we foresee a delivery date within the next two weeks.

We'll let you know as soon as we have a secure date for delivery. Thank you for your patience.

Sincerely,

Rob Barker

PRESENTING WRITTEN MATERIAL LOGICALLY AND COMPREHENSIVELY

PARAGRAPH ORGANIZATION

The following five groups of sentences need to be arranged in an order that ties them together and which creates paragraphs that are logical and flow smoothly. Select the letter (a, b, c or d) that represents the best paragraph structure.

1.
 1. The majority of the new service jobs are part time or are low paying.
 2. According to the U.S. Bureau of Labor Statistics, jobs in the service sector constitute 72% of all jobs in this country.
 3. If more and more workers receive less and less money, who will buy the goods and services needed to keep our economy going?
 4. The service sector is by far the fastest growing part of the U.S. economy.
 5. Some economists look upon this trend with great concern.

(a) 2-4-1-5-3 (b) 2-3-4-1-5
(c) 5-4-2-3-1 (d) 3-1-2-4-5

2.
 1. They can also affect one's endurance.
 2. This can stabilize blood sugar levels, and ensure that the brain is receiving a steady, constant supply of glucose, so that one is "hitting on all cylinders" while taking the test.
 3. By food, we mean real food, not junk food or unhealthy snacks.
 4. For this reason, it's important not to skip a meal, and to bring food with you to the exam.

5. One's blood sugar levels can affect how clearly one is able to think and concentrate during an exam.
- (a) 5-4-2-3-1 (b) 5-2-1-4-3
(c) 5-4-2-3-1 (d) 3-1-2-4-5
3. 1. Of the more than 26,000 tons of garbage produced daily in New York City, 12,000 tons arrive daily at Fresh Kills.
2. In a month, enough garbage accumulates there to fill the Empire State Building.
3. In 1937, the Supreme Court halted the practice of dumping the trash of New York City into the ocean.
4. Although the garbage is compacted, in a few years the mounds of garbage at Fresh Kills will be the highest points south of Maine's Desert Island on the Eastern Seaboard.
5. Instead, tugboats now pull barges of much of the trash to Staten Island and the largest landfill in the world, Fresh Kills.
- (a) 3-5-4-1-2 (b) 3-5-2-4-1
(c) 3-5-1-2-4 (d) 3-2-5-4-1
4. 1. "Can there be anything more amazing than this?"
2. If the riddle is successfully answered, his dead brothers will be brought back to life.
3. "Even though man sees those around him dying every day," says Dharmaraj, "he still believes and acts as if he were immortal."
4. "What is the cause of ceaseless wonder?" asks the Lord of the Lake.
5. In the ancient epic, The Mahabharata, a riddle is asked of one of the Pandava brothers.
- (a) 5-2-1-4-3 (b) 5-4-3-1-2
(c) 5-2-4-3-1 (d) 5-2-4-1-3

5.
 1. The pool acts as a broker and ensures that the cheapest power gets used first.
 2. Every six seconds the pool's computer monitors all of the generating stations in the state and decides which to ask for more power and which to cut back.
 3. The buying and selling of electrical power is handled by the New York Power Pool in Guilderland, NY.
 4. This is to the advantage of both the buying and selling utilities.
 5. The pool began operation in 1970, and consists of the state's eight electric utilities.
 - (a) 5-1-2-3-4
 - (b) 4-2-1-3-5
 - (c) 3-5-1-4-2
 - (d) 5-3-4-2-1

PRESENTING WRITTEN MATERIAL LOGICALLY AND COMPREHENSIVELY

INFORMATION PRESENTATION

This type of question tests your ability to recognize accurate paraphrasing, well-constructed paragraphs, and appropriate style and tone. It's important that the answer you select contains only the facts or concepts provided in the original sentences. You also need to be aware of any incomplete sentences, inappropriate transitions, unsupported opinions, incorrect usage, and illogical sentence order. Paragraphs that don't include all the necessary facts and concepts, or that distort them, or add new ideas not covered in the original sentences are not considered correct.

The format for this section varies. Sometimes long paragraphs are given. Here, emphasis is placed on style and organization. Other times the paragraphs are shorter, and there is less emphasis on style and more emphasis on accurate representation of information.

For questions 6-10, select the paragraph that best expresses (interprets) the ideas contained in the sentences above it.

- 6.
1. Listening skills are very important for managers.
 2. Listening skills are not usually emphasized.
 3. Whenever managers are depicted in books, manuals or the media, they are always talking, never listening.
 4. We'd like you to read the enclosed handout on listening skills and to try to consciously apply them this week.
 5. We guarantee they will improve the quality of your interactions.
- (a) Unfortunately, listening skills are not usually emphasized for managers. Managers are always depicted as talking, never listening. We'd like you to read the enclosed handout on listening skills. Try to apply these principles this week. If you do, we guarantee they will improve the quality of your interactions.

- (b) The enclosed handout on listening skills will be important improving the quality of your interactions. We guarantee it. All you have to do is take some time this week to read it and to consciously try to apply the principles. Listening skills are very important for managers, but they are not usually emphasized. Whenever managers are depicted in books, manuals or the media, they are always talking, never listening.
 - (c) Listening well is one of the most important skills a manager can have, yet it's not usually given much attention. Think about any representation of manager in books, manuals, or in the media that you may have seen. They're always talking, never listening. We'd like you to read the enclosed handout on listening skills and consciously try to apply them the rest of the week. We guarantee you will see a difference in the quality of your interactions.
 - (d) Effective listening, one very important tool in the effective manager's arsenal, is usually not emphasized enough. The usual depiction of managers in books, manuals or the media is one in which they are always talking, never listening. We'd like you to read the enclosed handout and consciously try to apply the information contained therein throughout the rest of the week. We feel sure that you will see a marked difference in the quality of your interactions.
- 7.
1. Movie previews have often helped producers decide what parts of movies they should take out or leave in.
 2. The first 1933 preview of King Kong was very helpful to producers because many people ran screaming from the theater and would not return when four men first attacked by Kong were eaten by giant spiders.
 3. The 1950 premiere of Sunset Boulevard resulted in the filming of an entirely new beginning, and a delay of six months in the film's release.
 4. In the original opening scene, William Holden was in a morgue talking with 36 other "corpses" about the ways some of them had died.
 5. When he began to tell them of his life with Gloria Swanson, the audience found this hilarious, instead of taking the scene seriously.
- (a) Movie previews have often helped producers decide what parts of movies they should leave in or take out. For example, the first preview of King Kong in 1933 was very helpful. In one scene four men were first attacked by Kong and then eaten by giant spiders. Many members of the audience ran screaming from the theater

and would not return. The premier of the 1950 film Sunset Boulevard was also very helpful. In the original opening scene, William Holden was in a morgue with 36 other "corpses", discussing the ways some of them had died. When he began to tell them of his life with Gloria Swanson, the audience found this hilarious. They were supposed to take the scene seriously. The result was a delay of six months in the release of the film while a new beginning was added.

- (b) Movie previews have often helped producers decide whether they should change various parts of a movie. After the 1933 preview of King Kong, a scene in which four men who had been attacked by Kong were eaten by giant spiders was taken out as many people ran screaming from the theater and would not return. The 1950 premier of Sunset Boulevard also led to some changes. In the original opening scene, William Holden was in a morgue talking with 36 other "corpses" about the ways some of them had died. When he began to tell them of his life with Gloria Swanson, the audience found this hilarious, instead of taking the scene seriously.
- (c) What do Sunset Boulevard and King Kong have in common? Both show the value of using movie previews to test audience reaction. The first 1933 preview of King Kong showed that a scene showing four men being eaten by giant spiders after having been attacked by Kong was too frightening for many people. They ran screaming from the theater and couldn't be coaxed back. The 1950 premiere of Sunset Boulevard was also a scream, but not the kind the producers intended. The movie opens with William Holden lying in a morgue discussing the ways they had died with 36 other "corpses". When he began to tell them of his life with Gloria Swanson, the audience couldn't take him seriously. Their laughter caused a six-month delay while the beginning was rewritten.
- (d) Producers very often use movie previews to decide if changes are needed. The premiere of Sunset Boulevard in 1950 led to a new beginning and a six-month delay in film release. At the beginning, William Holden and 36 other "corpses" discuss the ways some of them died. Rather than taking this seriously, the audience thought it was hilarious when he began to tell them of his life with Gloria Swanson. The first 1933 preview of King Kong was very helpful for its producers because one scene so terrified the audience that many of them ran screaming from the theater and wouldn't return. In this particular scene, four men who had first been attacked by Kong were being eaten by giant spiders.

8.
 1. It is common for supervisors to view employees as "things" to be manipulated.
 2. This approach does not motivate employees, nor does the carrot-and-stick approach because employees often recognize these behaviors and resent them.
 3. Supervisors can change these behaviors by using self-inquiry and persistence.
 4. The best managers genuinely respect those they work with, are supportive and helpful, and are interested in working as a team with those they supervise.
 5. They disagree with the distorted version of the Golden Rule that says "he or she who has the gold makes the rules."
 - (a) Some managers act as if they think the Golden Rule means "he or she who has the gold makes the rules." They show disrespect to employees by seeing them as "things" to be manipulated. Obviously, this approach does not motivate employees any more than the carrot-and-stick approach motivates them. The employees are smart enough to spot these behaviors and resent them. On the other hand, the managers genuinely respect those they work with, are supportive and helpful, and are interested in working as a team. Self-inquiry and persistence can change even the former type of supervisor into the latter.
 - (b) Many supervisors fall into the trap of viewing employees as "things" to be manipulated, or try to motivate them by using the "carrot-and-stick" approach. These methods do not motivate employees, who often recognize the behaviors and resent them. Supervisors can change these behaviors, however, by using self-inquiry and persistence. The best managers are supportive and helpful, and have genuine respect for those with whom they work. They are interested in working as a team with those they supervise. To them, the Golden Rule is not "he or she who has the gold makes the rules."
 - (c) Some supervisors see employees as "things" to be used or manipulated using a carrot-and-stick technique. These methods don't work. Employees often see through them and resent them. A supervisor who wants to change may do so. The techniques of self-inquiry and persistence can be used to turn him or her into the type of supervisor who doesn't think the Golden Rule is "he or she who has the gold makes the rules." They may become like the best managers who treat those with whom they work with respect and give them help and support. These are the managers who know how to build a team.

- (d) Unfortunately, many supervisors act as if their employees are objects whose movements they can position at will. This mistaken belief has the same result as another popular motivational technique -- the carrot-and-stick approach. Both attitudes can lead to the same result -- resentment from those employees who recognize the behaviors for what they are. Supervisors who recognize these behaviors can change through the use of persistence and the use of self-inquiry. It's important to remember that the best managers respect their employees. They readily give necessary help and support and are interested in working as a team with those they supervise. To these managers, the Golden Rule is not "he or she who has the gold makes the rules."
- 9.
- 1. A new manager sometimes may feel insecure about his or her competence in the new position.
 - 2. The new manager may then exhibit defensive or arrogant behavior towards those one supervises, or the new manager may direct overly flattering behavior toward one's new supervisor.
 - (a) Sometimes, a new manager may feel insecure about his or her ability to perform well in this new position. The insecurity may lead him or her to treat others differently. He or she may display arrogant or defensive behavior towards those he or she supervises, or be overly flattering to his or her new supervisor.
 - (b) A new manager may sometimes feel insecure about his or her ability to perform well in the new position. He or she may then become arrogant, defensive, or overly flattering towards those he or she works with.
 - (c) There are times when a new manager may be insecure about how well he or she can perform in the new job. The new manager may also behave defensive or act in an arrogant way towards those he or she supervises, or overly flatter his or her boss.
 - (d) Sometimes, a new manager may feel insecure about his or her ability to perform well in the new position. He or he may then display arrogant or defensive behavior towards those they supervise, or become overly flattering towards their supervisors.
- 10.
- 1. A television signal or video signal has three parts.
 - 2. Its parts are the black-and-white portion, the color portion, and the synchronizing (sync) pulses, which keep the picture stable.

3. Each video source, whether it's a camera or a video-cassette recorder, contains its own generator of these synchronizing pulses to accompany the picture that it's sending in order to keep it steady and straight.
4. In order to produce a clean recording, a video-cassette recorder must "lock up" to the sync pulses that are part of the video it is trying to record, and this effort may be very noticeable if the device doesn't have gemlock.
 - (a) There are three parts to a television or video signal: the black-and-white part, the color part, and the synchronizing (sync) pulses, which keep the picture stable. Whether it's a video-cassette recorder or a camera, each video source contains its own pulse that synchronizes and generates the picture it's sending in order to keep it straight and steady. A video-cassette recorder must "lock up" to the sync pulses that are a part of the video it's trying to record. If the device doesn't have gemlock, this effort must be very noticeable.
 - (b) A video signal or television is comprised of three parts: the black-and-white portion, the color portion, and the sync (synchronizing) pulses, which keep the picture stable. Whether it's a camera or a video-cassette recorder, each video source contains its own generator of these synchronizing pulses. These accompany the picture that it's sending in order to keep it straight and steady. A video-cassette recorder must "lock up" to the sync pulses that are part of the video it is trying to record in order to have a clean recording. This effort may be very noticeable if the device does not have gemlock.
 - (c) There are three parts to a television or video signal: the color portion, the black-and-white portion, and the sync (synchronizing pulses). These keep the picture stable. Each video source, whether it's a video-cassette recorder or a camera, generates these synchronizing pulses accompanying the picture it's sending in order to keep it straight and steady. If a clean recording is to be produced, a video-cassette recorder must store the sync pulses that are part of the video it is trying to record. This effort may not be noticeable if the device does not have gemlock.
 - (d) A television signal or video signal has three parts: the black-and-white portion, the color portion, and the synchronizing (sync) pulses. It's the sync pulses which keep the picture stable, which accompany it and keep it steady and straight. Whether it's a camera or a video-cassette recorder, each video source contains its own generator of these synchronizing pulses. To produce a clean recording, a video-cassette recorder must "lock up" to the sync pulses that are part of the video it is trying to record. If the device does not have gemlock, this effort may be very noticeable.

VERBAL ANALYSIS

INTRODUCTION

There are usually two parts to this section on Verbal Analysis -- "Understanding and Interpreting Written Material" and "Evaluating Conclusions in the Light of Known Facts." Many exam takers have a difficult time with both of these subjects. So, a word of caution: read these questions very carefully, and assume nothing other than what's stated in each passage. We suggest that you complete two or three questions at a time, and then look up the answers and explanations in the following section.

There are usually 15 questions in each of the two sections of the Verbal Analysis portion of the exam -- about 30 questions in all. A few will be very difficult, a few very easy, and the balance will fall between these extremes. In the "Evaluating Conclusions" portion of this Guide, we've included a greater number of difficult questions in order to give you more opportunity to answer tough questions. Some of the reading comprehension questions are also a bit longer than you'll find on the actual exam. Persistently working through these exam samples will help you increase your endurance and concentration when "the rubber hits the road." Good luck with this section of the booklet!

UNDERSTANDING AND INTERPRETING WRITTEN MATERIAL

For each of the following eight questions, select the letter that represents the best choice of the four possible answers.

1. It is now widely recognized that salaries, benefits and working conditions have more of an impact on job satisfaction than on motivation. If they aren't satisfactory, work performance and morale will suffer. But even when they are high, employees will not necessarily be motivated to work well. For example, The Wall Street Journal has reported that as many as forty to fifty percent of newly hired Wall Street lawyers quit within the first three years, citing long hours, pressures, and monotony as the prime reasons. It seems there's just not enough of an intellectual challenge in their jobs. An up and coming money-market executive concluded:

"Whether it was \$1 million or \$100 million, the procedure was the same. Except for the tension, a baboon could do my job."

When money and benefits are adequate, the most important additional determinants of job satisfaction are: more responsibility, a sense of achievement, recognition, and a chance to advance. All of these factors have a more significant influence on employee motivation and performance. As a footnote, several studies have found that the absence of these non-monetary factors can lead to serious stress-related illness.

- (a) A worker's motivation to perform well is most affected by salaries, benefits and working conditions.
 - (b) Low pay can lead to high levels of job stress.
 - (c) Work performance will suffer if workers feel they are not paid well.
 - (d) After satisfaction with pay and benefits, the next most important factor is more responsibility.
2. The establishment of joint labor-management production committees occurred in the U.S. during World War I and again during World War II. Their use was greatly encouraged by the National War Labor Board in World War I and the War Production Board in 1942. Because of the war, labor-management cooperation was especially desired to produce enough goods for the war effort, to reduce conflict and to control inflation. The committees focused on how to achieve greater efficiency, and consulted on health and safety, training, absenteeism, and "people" issues in general. During the Second World War, there were approximately 5,000 labor-management committees in factories, affecting over 6,000,000

workers. While research has found that only a few hundred committees made significant contributions to productivity, there were additional benefits in many cases. It became obvious to many that workers had ideas to contribute to the running of the organization, and that efficient enterprises could become even more so. Labor-management cooperation was also extended to industries that had never experienced it before. Directly after each war, however, few U.S. labor-management committees were in operation.

- (a) The majority of U.S. labor-management committees during the second world war accomplished little.
 - (b) A major goal of U.S. labor-management committees during the first and second world wars was to increase productivity.
 - (c) There were more U.S. labor-management committees during the second world war than during the first world war.
 - (d) There are few U.S. labor-management committees in operation today.
3. Studies have found that stress levels among employees who have a great deal of customer contact or a great deal of contact with the public can be very high. There are many reasons for this. Sometimes stress results when the employee is caught in the middle -- an organization wants something done one way, but the customer wants it done another way. The situation becomes even worse for the employee's stress levels when he or she knows ways to more effectively provide the service, but isn't allowed to by the organization. An example is the bank teller who is required to ask a customer for two forms of identification before he or she can cash a check, even though the teller knows the customer well. If organizational mishaps occur or if there are problems with job design, the employee may be powerless to satisfy the customer, and also powerless to protect himself or herself from the customer's wrath. An example of this is the waitress who is forced to serve poorly prepared food. Studies have also found, however, that if the organization and the employee design the positions and the service encounter well, and encourage the use of effective stress management techniques, stress can be reduced to levels that are well below average.
- (a) It's likely that knowledgeable employees will experience greater levels of job-related stress.
 - (b) The highest levels of occupational stress are found among those employees who have a great deal of customer contact.

- (c) Organizations can contribute to the stress levels of their employees by poorly designing customer contact situations.
 - (d) Stress levels are generally higher in banks and in restaurants.
4. Psychologist B. F. Skinner pointed out long ago that gambling is reinforced, either by design or accidentally, by what he called a variable ratio schedule. A slot machine, for example, is cleverly designed to provide a payoff after it has been played a variable number of times. Although the person who plays it and wins while playing receives a great deal of momentary reinforcement, over the long run the machine will take in much more money than it will pay out. Research on both animals and humans has consistently found that such variable reward schedules maintain a very high rate of repeat behavior, and that this behavior is particularly resistant to extinction.
- (a) Gambling, because it is reinforced by the variable ratio schedule, is more difficult to eliminate than most addictions.
 - (b) If someone is rewarded or wins consistently, even if it is not that often, he or she is likely to continue that behavior.
 - (c) Playing slot machines is the safest form of gambling, because they are designed so that eventually the player will indeed win.
 - (d) A cat is likely to come when called if its owner has trained it correctly.
5. After many years of experience as the vice president and general manager of a large company, I feel that I know what I'm looking for in a good manager. First, the manager has to be comfortable with himself or herself, and not be arrogant or defensive. Secondly, he or she has to have a genuine interest in people. There are some managers who love ideas -- and that's fine -- but to be a manager, you must love people, and you must make a hobby of understanding them, believing in them and trusting them. Third, I look for a willingness and a facility to manage conflict. Gandhi defined conflict as a way of getting at the truth. Each person brings his or her own grain of truth and the conflict washes away the illusion and fantasy. Finally, a manager has to have a vision, and the ability and charisma to articulate it. A manager should be seen as a little bit crazy. Some eccentricity is an asset. People don't want to follow vanilla leaders. They want to follow chocolate-fudge-ripple leaders.
- William E. Peace
- (a) It's very important that a good manager spend time studying people.
 - (b) It is critical for good managers to love ideas.

- (c) Managers should try to minimize or avoid conflict.
 - (d) Managers should be familiar with people's reactions to different flavors of ice cream.
6. Most societies maintain a certain set of values and assumptions that make their members feel either good or bad about themselves, and either better or worse than other people. In most developed countries, these values are based on the assumption that we are all free to be what we want to be, and that differences in income, work and education are a result of our own efforts. This may make us believe that people with more income, work that is more highly skilled, more education and more power are somehow "better" people. We may view their achievements as proof that they have more intelligence, more motivation and more initiative than those with "lower" status. The myth tells us that power, income and education are freely and equally available to all, and that our failure to achieve them is due to our own personal inadequacy. This simply is not the case.

Our material possessions may also seem to point to our real worth as individuals. The more we own, the more worthy of respect we may feel we are. Or, the acquisition of possessions may be a way of trying to fulfill ourselves, to make up for the loss of community and/or purpose. It is a futile pursuit because lost community and purpose can never be compensated for by better cars or fancier houses. And, too often, when these things fail to satisfy, we believe it is only because we don't have enough money to buy better quality items, or more items. We feel badly that we haven't been successful enough to get all that we think we need. No matter how much we do have, material possessions never really satisfy for long. There is always something else to acquire, and true satisfaction eludes many, many of us.

- (a) The author would agree with the theory of "survival of the fittest."
 - (b) The possessions an individual acquires are not a proper measure of his or her real worth.
 - (c) Many countries make a sincere attempt to ensure equal access to quality education for their citizens.
 - (d) The effect a society's value system has on the lives of its members is greatly exaggerated.
7. One of the most puzzling questions in management in recent years has been how usually honest, compassionate, intelligent managers can sometimes act in ways that are dishonest, uncaring, and unethical. How could top-level managers at the Manville Corporation, for instance, suppress evidence for decades that proved beyond doubt that asbestos inhalation was killing their own

employees? What drove the managers of a mid-west bank to continue to act in a way that threatened to bankrupt the institution, ruin its reputation, and cost thousands of employees and investors their jobs and their savings? It's been estimated that about two out of three of America's five hundred largest corporations have been involved in some form of illegal behavior. There are, of course, some common rationalizations used to justify unethical conduct: believing that the activity is in the organization's or the individual's best interest, believing that the activity is not "really" immoral or illegal, believing that no one will ever know, or believing that the organization will sanction the behavior because it helps the organization. Ambition can distort one's sense of duty.

- (a) Top-level managers of corporations are currently involved in a plan to increase ethical behavior among their employees.
 - (b) There are many good reasons why a manager may act unethically.
 - (c) Some managers allow their ambitions to override their sense of ethics.
 - (d) In order to successfully complete, some organizations may have to indulge in unethical or illegal behavior from time to time.
8. Some managers and supervisors believe that they are leaders because they occupy positions of responsibility and authority. But leadership is more than holding a position. It is often defined in management literature as "the ability to influence the opinions, attitudes, and behaviors of others." Obviously, there are some managers who would not qualify as leaders, and there are some managers who are not "technically" managers. Research has found that many people overrate their own leadership abilities. In one recent study, 70% of those surveyed rated themselves in the top quartile in leadership abilities, and only 2% felt they were below average as leaders.
- (a) In a recent study, the majority of people surveyed rated themselves in the top 25% in leadership abilities.
 - (b) 99% of the people surveyed in a recent study had average or above average leadership skills.
 - (c) In order to be a leader, one should hold a management position.
 - (d) Leadership is best defined as the ability to be liked by those one must lead.

EVALUATING CONCLUSIONS IN THE LIGHT OF KNOWN FACTS

For the following questions, select the letter before the statement below which best expresses the relationship between the facts and the conclusion.

1. **FACTS:** Andy types half as fast as Bill. Bill types twice as slow as Charlie. Bill types 60 words per minute.

CONCLUSION: Charlie types 30 words per minute.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

2. **FACTS:** All beads are forms of jewelry. All jewelry is expensive. Everyone loves expensive beads.

CONCLUSION: All beads are expensive.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

3. **FACTS:** No shrimp are mussels. Mussels are bivalves. All mussels have shells.

CONCLUSION: Therefore, no shrimp have shells.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

4. **FACTS:** Ann's office is two floors above Brenda's. Brenda's office is one floor below the only woman in the building whose birthday is today. Sally's office is on the third floor. Ann's office is on the fourth floor.

CONCLUSION: Today is Ann's birthday.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

5. FACTS: Douglas Ave. is perpendicular to Bates St. Bates St. is parallel to Adams Ave. Douglas Ave. is parallel to Charles St. Evans Ave. is parallel to the streets that are perpendicular to Bates St.

CONCLUSION: Evans Ave. is perpendicular to Douglas Ave.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

6. FACTS: There's one out, and Bill is the runner on third base. If Arnie hits the ball hard, Bill will run, but so slowly that he will be out at home plate. The team captain, on second base, will not run unless Arnie hits the ball hard. The captain runs.

CONCLUSION: Bill is safe.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

7. FACTS: Max, Nick, Pete and Ollie all bought different colored suits: grey, green, blue and brown, but not necessarily respectively. Max paid less for his green suit than Nick paid for his suit. Ollie paid twice what Pete paid. Pete paid the same as the man who bought the grey suit. Ollie bought the brown suit.

CONCLUSION: Ollie paid the most.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

8. FACTS: An employer decided to offer a job to everyone who scored higher than 50 on an exam. Alice scored 20. Betty scored lower than Carol, but more than twice as high as Alice.

CONCLUSION: Of the three women, only Carol was offered the job.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

9. FACTS: If Camille's squirrel has rabies and the squirrel bites Casey's cat, the squirrel will have to be caught and the cat will get rabies. If the cat has had rabies shots within the last two years, the cat will not get rabies. Casey's cat did not get rabies.

CONCLUSION: Casey's cat has had rabies shots within the last two years.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

10. FACTS: Sally will file a grievance only if Bill fires her. If Laura tells Frank the whole story, Frank will tell it to Bill. If Bill hears the whole story, he will not fire Sally. Laura tells Fred the whole story.

CONCLUSION: Sally files a grievance.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

11. FACTS: If Alice leaves work early, Barb has to work late, and Barb wants to go to the game tonight. The singing of the National Anthem always precedes the game. Carl calls Alice and asks her out to dinner. Due to a thunderstorm, the singing of the National Anthem gets delayed. If Alice goes out to dinner with Carl, she will have to leave work early so she can go home and turn off her crockpot. Alice accepts Carl's invitation.

CONCLUSION: Barb misses the first inning of the game.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

12. **FACTS:** Earl thinks of any whole number from 1 through 10. Because she is using the most efficient system, Eva absolutely guarantees Earl she can correctly guess the number he's thinking of in five questions or less. Eva asks Earl a series of "yes/no" questions and guesses the correct number in five questions or less every time. Earl and Eva agree to play the game again in the exact same way, except that he will think of a whole number from 1 through 6.

CONCLUSION: Using the same system, four is the absolute highest number of "yes/no" questions that Eva will need to ask in order to guess the number that Earl is thinking of this time.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

13. **FACTS:** No part-time workers at this plant get paid vacations. All cleaners at this plant are part-time workers. Joe gets a paid vacation.

CONCLUSION: All cleaners at this plant get paid vacations.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

14. **FACTS:** If Joe passes the test, Jill won't apply for the job. If Jill applies for the job she'll get it. If Jill doesn't apply for the job, Jeanne will be annoyed. Joe passes the test.

CONCLUSION: Jeanne gets annoyed.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.

15. **FACTS:** Mary, Debbie, May and Joan are the only people waiting for the photocopier to be fixed. When it's fixed, Debbie has to use it first because she's doing work for the boss. Joan has to use it right after the person who's been waiting longest. The person who has the most work to copy gets to use the machine second. May has been waiting the longest. The person who has been waiting longest is not the person who has the most work to copy.

CONCLUSION: Joan gets to use the photocopier third.

- (a) The facts prove the conclusion.
- (b) The facts disprove the conclusion.
- (c) The facts neither prove nor disprove the conclusion.