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**Лексичні і граматичні тести з англійської мови
для студентів старших курсів
економічних спеціальностей**

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Навчально-методичний посібник розрахований на студентів економічних спеціальностей (напрямку «Економіка» і «Менеджмент») третього і четвертого курсів і складається з двох розділів: граматичні і лексичні тести. Додається перелік рекомендованої літератури і Інтернет-сайтів для самостійної роботи студентів.

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Загальні положення

Метою навчання англійської мови у немовному вузі є підготовка студентів до мовленнєвої діяльності іноземною мовою, що передбачає наявність практичних, професійно-орієнтованих навичок, які після закінчення курсу нададуть їм можливість читати оригінальну літературу за спеціальністю для вилучення необхідної інформації; приймати участь в усному спілкуванні англійською мовою в обсязі матеріалу, передбаченого програмою.

Посібник «Лексичні і граматичні тести для студентів старших курсів економічних спеціальностей» створювався з метою забезпечення швидкого контролю базових знань в сфері англомовної економічної лексики і граматики.

Вихідний матеріал для тестів було підбрано з урахуванням тих тем, які широко обговорюються в засобах масової інформації і, як правило, знаходять своє відображення в численних підручниках і посібниках, які створюються з для студентів напрямку «Економіка» і «Менеджмент», як на Україні, так і за кордоном. Тексти, що послужили базою для створення тестових завдань, були відібрані в результаті дослідження інформаційного потоку економічної спрямованості з використанням таких джерел як “The Economist”, “Harvard Business Review”, “Herald Tribune”, “The Sunday Times” та ін., а також Інтернет-сайтів.

Перша частина посібника – Grammar tests – містить три види тестів відповідно до типу тестового завдання:

- 1) тест на вибір правильного варіанта граматичної форми із декількох запропонованих;
- 2) тест на заповнення пропущеної частини речення (filling in the gap) із кількості запропонованих чотирьох варіантів (A, B, C, D – multiple choice)
- 3) Тести на пошук однієї лексичної або граматичної помилки в чотирьох підкреслених частинах речення (A, B, C, D) і виправлення її.

Друга частина посібника – Vocabulary tests – містить також три види тестів:

- 1) тест на вибір правильного варіанта із двох запропонованих;
- 2) тест на розкриття дужок і правильне вживання форми слова (тобто знання префіксів і суфіксів);
- 3) пошук зайвого слова в рядку.

Характер цих тестів традиційний. Такі види тестів добре зарекомендували себе з точки зору контролю знань в області лексики.

Враховуючи складність граматичних явищ, що вивчаються на третьому-четвертому курсі, при складанні вправ в навчальному посібнику велику увагу приділено повторюваності лексичних одиниць і граматичних явищ і використано принцип поступового збільшення рівня складності, що дозволяє студентам краще систематизувати навчальний матеріал.

Запропоновані тести є ефективним засобом підготовки до екзамену.

11. Today, technology ... brands to move to a more sophisticated level of competition by providing a new brand experience through the Internet.

- a) allow b) will allow c) is allowing d) had allowed

12. 3M [a company] ... their corporate logo 30 times since it's inception in 1906.

- a) have redesigned b) were redesigning c) redesigned d) redesigns

13. Since Asian producers began swamping the world with high quality yet cheap imports, quality at cheap prices ... a given.

- a) had become b) became c) will become d) has become

14. Today, products and people ... their lives through brands.

- a) have been living b) are living c) lived d) have lived

15. If the world's best basketball player ... Nike shoes – then they must be good.

- a) wear b) will wear c) is worn d) wears

16. China's economy in the past three years ... at around 10%.

- a) was grown b) is growing c) has been growing d) grew

17. The senior managers were asked what was the most important lesson they ... from the recession of the early 1990s.

- a) will learn b) had learnt c) learnt d) was learnt

18. When they ... back to India they will have to start their career afresh.

- a) come b) came c) will come d) have come

19. It was the first time he ... Welch [the CEO of GE].

- a) would meet b) meets c) has met d) had met

20. Terms of the deal ... agreed upon.

- a) - b) is not c) have not been d) will not

TEST 2. Choose the correct verb form from a), b), c), d) to fill the gaps in the following sentences.

1. People feel as if they ... to.

- a) lies b) will lie c) were lied d) have lied

2. He started his present business in 1990 while in his 30s, but ... a number of previous entrepreneurial ventures dating back to his childhood.

- a) would initiate b) was initiated c) initiated d) had initiated

3. The vast majority of the 19,000 wildfires that ... across Spain this summer are the result of human carelessness.

- a) have raged b) raged c) had raged d) were raging

4. In his five years in office, the prime minister has five times visited Tokyo's Yasukuni Shrine, where the 2.5m servicemen who ... in wars since 1868 are honoured.

- a) fell b) were fallen c) have been falling d) have fallen

5. If you ... everything Ducker has written, you will not necessarily be a good manager.

- a) are reading b) won't be reading c) read d) will read
6. Once the major goals ..., the ways of achieving them can be worked out.
 a) established c) will be established
 b) have been established d) are being established
7. In the past decade, marketing gurus ... customer care, customer focus, even customer centrality.
 a) have called for b) was called for c) had called for d) call for
8. Economists said the figures showed the economy ... at least as fast as in the worst recessions since the second world war.
 a) have been sinking b) was sinking c) is sinking d) had been sinking
9. Too many bosses are thinking about what they will say next, rather than hearing what ... now.
 a) is said b) is saying c) is being said d) has been said
10. So unless it's something you enjoy doing, you will abandon it long before it ... a chance to take off.
 a) had b) has c) will have d) is having
11. The more you write about things to fear, the more people will start to fear them, until the thing actually ... to happen.
 a) are starting b) will start c) will have started d) starts
12. The companies will run sound environmental policies, of course, this will not happen overnight, but it ... gradually, bit by bit.
 a) has happened b) had happened c) happens d) is happening
13. Even when the answers were not as detailed as you ..., they did provide immediately actionable steps.
 a) are hoping b) will hope c) had hoped d) hoped
14. The new move was necessary because the situation
 a) will change b) had changed c) is changed d) has changed
15. For 15 years our economy ... at an average of 7 per cent.
 a) has been growing b) was growing c) is growing d) has grown
16. Households in the Netherlands ... a negative savings rate since 2003, spending more than they earn.
 a) have had b) were having c) are having d) will be having
17. Over the past five years disappointingly few European leaders ... as forthrightly) as Mr. Ch. did.
 a) had spoken b) were speaking c) were spoken d) have spoken
18. In India investors ... rarely consider amounts less than 5 m rupees [\$200,000] – it is not worth the hassle – and they prefer to invest twice that.
 a) are b) have c) will d) shall

19. The treasurer of one big investment bank admits: “What we ... now is like a natural disaster – whole parts of the financial system which we took for granted have stopped working.

a) saw b) sees c) are seeing d) will see

20. But that [situation] ... something that people had really prepared for.

a) is not b) was not c) has not been d) had not been

TEST 3. Choose the correct verb form from a), b), c), d) to fill the gaps in the following sentences.

1. Until this summer, most financiers ... that it was extremely unlikely that wide-spread problems in the money markets would occur.

a) has assumed b) assume c) had assumed d) assumed

2. In recent years regulators and investors ... to play down (зменшувати) the risks attached to banks.

a) have tended b) tend c) are tending d) were tending

3. American officials ... aware for several years that this system contained potential flaws.

a) are b) have been c) are being d) had

4. The coalition agreement concluded in February stipulates that a final decision would be taken once the Council of State ... the matter.

a) had considered b) would consider c) considers d) will consider

5. Over the last few days I ... the situation at Northern Rock unfold and have come up with some compelling learnings.

a) watched b) am watching c) will be watching d) have been watching

6. The last eight years ... some of the most fulfilling in my life.

a) are being b) have been c) was d) were being

7. The British economy has been growing for years, and ... now also of record-breaking size.

a) has been b) is being c) is d) will be

8. If the market in one country ... pursuit of others may be essential.

a) will reduce b) will be reduced c) is reducing d) had reduced

9. They threatened to go on strike unless they ... an acceptable contract.

a) received b) will receive c) receives d) would receive

10. The Russian natural gas behemoth [Gazprom] traditionally ... more of a domestic and regional player than a global one.

a) is being b) is c) has been d) was being

11. We determined that some of the banks ... losses.

a) were incurring b) are incurring c) will incur d) will be incurring

12. You must often go backward, not forward, when you ... difficulty solving a problem.

a) has b) will have c) are having d) will be having

13. Attempts ... to improve factory goods but during this process production slows down, making even fewer goods available.
 a) have made b) are making c) are being made d) have been making
14. They ... the concept to be adopted for a long time.
 a) have been pressing for c) pressed for
 b) had pressed for d) was pressed for
15. There ... no famine in India since the British left.
 a) is b) has been c) are d) had been
16. In the years since I took my first stumbling steps in business, the company ... to over 350 employees.
 a) was grown b) had been growing c) will be grown d) has grown
17. Posts which become vacant, over the next two years ...
 a) are not filled. c) did not fill.
 b) have not filled. d) will not be filled.
18. These measures ... in terms of cost and ease of application.
 a) are ranked b) ranked c) have ranked d) will rank
19. Hierarchical status is no longer appropriate: managers and non-managers ... as equals who have different organizational roles to fulfill.
 a) are viewed b) view c) was viewed d) have viewed
20. Workers were not opposed to change, but they were bitter because they ... by the government.
 a) will be deceived b) were deceived c) are deceived d) had been deceived

**P A R T 2. NON-FINITE FORMS OF THE VERB (verbal forms):
 gerund, infinitive, participle I, participle II**

TEST 1. Choose the correct verbal form from a), b), c), d) to fill the gaps in the following sentences.

1. In 1993, despite the continuing recession, multinationals invested some \$232 billion the world over; by 2020 these flows may well ... fourfold.
 a) have increased b) to increase c) increased d) will increase
2. Procter & Gamble recently asked people from all round the world to come up with ideas for an advertising campaign, and was surprised ... that the clear winner came from Taiwan.
 a) to find b) to be found c) finding d) having found
3. The Americans have had problems ... their cars in Japan partly because they have paid no attention to a distribution system.
 a) having sold b) selling c) to sell d) to have sold
4. Some of them are middle-aged managers keen to ... entrepreneurs.
 a) having become b) becoming c) become d) have become

5. The planning component encompasses ... the goals and ... appropriate strategies.

- a) having defined ... established b) to define ... establish
- c) defining ... establishing d) being defined ... being established

6. As the job of manager implies ... activities of others, the leading function is very important.

- a) being directed b) having directed c) to direct d) directing

7. Keeping America competitive will require ... government regulations wherever they are counterproductive.

a) having eliminated b) eliminating c) to eliminate d) to have eliminated

8. If ... properly, pressure to achieve challenging goals can stimulate innovation, entrepreneurial creativity, and superior financial performance.

- a) managing b) being managed c) having managed d) managed

9. ... as mechanisms to gather information, interactive control systems open information channels from the bottom of the organization to the top, an essential way to combat risk.

- a) Having used b) Used c) Using d) To be using

10. ... these things allows team members to be fully informed participants in discussions.

- a) Having known b) To know c) Knowing d) Having been known

11. When ... appropriately, this model of decision-making can maximize the quality of a team's decisions.

- a) used b) having used c) using d) to use

12. Consensus is achieved when everyone on the team has had wide opportunities

to have his or her ideas ... and can fully support the team's decision.

- a) considering b) being considered c) be considered d) considered

13. In every sector of business, companies are starting to look for ideas that can save

money as well as ... a reduced impact on the environment.

- a) have b) to have c) having had d) having

14. Yet many managers are still slow ... the importance of the environment.

- a) to have realized b) to be realized c) realizing d) to realize

15. These are some of the main issues ... by an environmental audit.

- a) to be addressed b) addressing c) to address d) having addressed

16. ... the need for action, the next step is to establish the [audit] system as part of the overall company policy.

a) Being determined b) Having determined c) Determining d) Determined

17. Where internal resources [for auditing] are lacking or familiarity needs ..., outside help may be needed.

- a) being avoided b) avoided c) to be avoided d) to be avoiding

18. They are creating a new breed of company never before ... possible.

- a) being thought b) thought c) thinking d) having been thought
a) to be offered b) to offering c) offering d) to offer

19. In any case, the opposition is too weak and fractious ... a real alternative.

20. The Chinese firm enjoys 30% of the market, ... the leader three years ago.

- a) having been b) being c) to have been d) to be

TEST 2. Choose the correct verbal form from a), b), c), d) to fill the gaps in the following sentences.

1. But for those with enough rubles in their pockets, there's plenty of diversion

- a) for having. b) to have. c) to be had. d) having had.

2. ... for seven hours the declaration was approved.

- a) Having discussed c) Having been discussed
b) Being discussed d) After discussing

3. The great Portuguese and Spanish navigators, conquistadores and explorers appear to have been the first Europeans ... recourse to the services of interpreters.

- a) having b) to have had c) having had d) to have

4. There are good jobs ... in tourism now that the aftershocks of the earthquake have faded away.

- a) to be had b) having c) having had d) being had

5. They are afraid ... presumptuous or inquisitive or stupid.

- a) to think b) to be thought c) of having thought d) of being thought

6. The best job-seekers not only prepare answers to typical interview questions, but also prepare for the type of interview

- a) to expect b) expecting c) to be expecting d) expected

7. A tax of just a few dollars on every airline ticket ... could raise up to \$10 bn a year to finance campaigns against diseases in Africa.

- a) being sold b) sold c) selling d) to sell

8. But Drucker and McGregor are not the first to have thoughts of management as a

formal discipline

- a) learning and practicing. c) to have learned and practiced.
b) being learned and practiced. d) to be learned and practiced.

9. Such things as quantity ..., plant location, marketing strategy, and so on are examples of secondary goals.

1. The more protected the economy, the greater the gains ... from illicit activity such as smuggling or corruption.
 - a) having b) to be had c) having had d) to have
2. Consultants KPMG say that “to take major [business] decisions without first testing their consequences in a safe environment can be likened to training an airline pilot by having him fly a 747 without first ... months in the simulator”.
 - a) having spent b) to spend c) to be spent d) spent
3. Managers like to be right – and like ... as right.
 - a) to see b) being seen c) seeing d) to be seen
4. ... hundreds of cases from diverse settings, managers can draw upon a large set of vicarious experiences as they make choices.
 - a) Being studied and debated b) Studying and debating
 - c) To have studied and debated d) Having studied and debated
5. I ... people for years to describe the characteristics of their most successful and rewarding team experiences.
 - a) ask b) have asked c) am asking d) am being asked
6. We believe there are lots of opportunities ... by the current economic conditions.
 - a) having opened up b) opening up c) opened up d) to have opened up
7. They can repay all of the money ..., including interest.
 - a) having borrowed b) borrowed c) borrowing d) to borrow
8. This book is designed ... fast, it doesn't matter where you start, you get a complete idea on every page.
 - a) to be read b) to be reading c) reading d) having read
9. Half a million families [in Spain] will have trouble ... their mortgages.
 - a) paying b) to pay c) to be paying d) to be paid
10. A great way to determine product demand is ... how many people are searching for a specific product.
 - a) to be seen b) having seen c) to see d) to have seen
11. The central bank looks to the market for guidance only to find its own opinions
 - a) to mirror. b) mirrored. c) mirroring. d) having mirrored.
12. In every sector of business, companies are starting to look for ideas that can save money as well as ... a reduced impact on the environment.
 - a) having b) to have c) to have had d) having had
13. ... about his family background, he said he had grown up in Moscow, where his father was a weapons engineer and his mother a biochemist.
 - a) Having been questioned c) Questioned
 - b) After questioning d) To be questioned

14. Universities were able to educate international students ... in their home countries.

- a) being situated b) having been situated c) situated d) situating

15. Various academic economists have estimated the cost of the damage ... by carbon emissions.

- a) doing b) to have done c) having done d) done

16. The big advantage small companies have over larger corporations is the speed at

which they can take decisions. "We could go into a lunch to discuss whether to set up a Russian subsidiary and by the end of it ... to do it."

- a) have decided b) decided c) to decide d) have been decided

17. I would appreciate ... a copy of your talk, if one is available.

- a) having received b) to receive c) being received d) receiving

18. You must often go backward, not forward, when you are having difficulty ... a problem.

- a) to be solved b) to solve c) solving d) having solved

19. Downsizing is an attempt ... costs while leaving revenue unchanged.

- a) to have reduced b) reducing c) having reduced d) to reduce

20. I won some money only ... it again.

- a) having lost b) to lose c) losing d) lost

P A R T 3. DEGREES OF COMPARISON

TEST 1. Fill in the gaps with appropriate forms of adjectives and adverbs; their initial forms are given at the end of each sentence.

1. ... than 10% of office workers have mobile e-mail, so there is plenty of room for

growth. [FEW]

2. These jobs became ... boring and repetitive. [MUCH]

3. According to Maslow when one need is more or less satisfied another, ... level need becomes dominant. [HIGH]

4. Our relationship to science and technology today is different from that characteristic of ... times. [EARLY]

5. The General Electric has had ... leaders since 1896 – eight – than the Vatican has had Popes. [FEW]

6. He was both the ... and the ...-experienced board member. [YOUNG; LITTLE]

7. Hitachi is ... and ... of Japan's big three electrical groups. [LARGE; RESPECTED]

8. The more people who manufacture and trade, ... the competition. [GREAT]

9. Competition among manufacturers and merchants helps all people by providing even ... goods and probably ... prices. [MANY; LOW]

10. During that decade the nation [US] endured ... business crisis and the highest rate of unemployment in its history. [BAD]

11. Nowadays foreign companies may find entering specialized areas [in Korea] such as electrical plant engineering ... [EASY]

12. These twin trends towards ... hierarchies and ... integration across borders have pushed multinationals towards a new model which they like to call a “networked organization” and in which activities and decision-making are widely dispersed. [FLAT; CLOSE]

13. But competition from ..., ... Japanese companies such as Canon forced them [Xerox’s various national affiliates] to integrate their activities. [CHEAP; FLEXIBLE]

14. ... countries of the world have 20% of the world’s population but they use 60% of the world’s resources. [RICH]

15. Clearly, laptops are going to become ..., and ... [SMALL, LIGHT, POWERFUL]

16. The global imbalance continues. For a long time, many pundits have argued that the ... the imbalance persists, the ...the landing will be when it ends. [LONG; HARD]

17. Americans have felt ... and, therefore, ... to spend. [WEALTHY; WILLING]

18. A lower dollar will stimulate exports by making them ... to foreigners. [CHEAP]

19. India has been much ... than China in its approach to becoming a superpower.

[QUIET]

20. Finding the spare cash to print the magazine has been one of the ...things. [TRICKY]

TEST 2. Fill in the gaps with appropriate forms of adjectives and adverbs; their initial forms are given at the end of each sentence.

1. Italy’s finances are in a much ... state than a year ago. [HEALTHY]

2. He points out even the ... forecast – 2.7 per cent growth in gross national product for the next year – would be respectable for most euro zone economies. [GLOOMY]

3. While rich people are ... than poor people within a country, average happiness does not increase as that country gets.... [HAPPY; RICH]

4. Microsoft is ... innovative in the markets in which it faces the ... competition, though it is, curiously, still capable of innovating in markets in which it has strong rivals (notably video gaming). [LITTLE; LITTLE]

5. The Seychelles is regarded as ... group of islands in the world. [BEAUTIFUL]

6. These [exporting] firms expand employment 20 percent ... than non-exporting firms and are 10 percent ...likely to fail. [FAST; LITTLE]

7. Small and medium-sized exporters do even ... than large ones and accounts for 70 percent of all sales abroad. [GOOD]

8. Individuals will need ... education, training and retraining to enable them to compete effectively in the world economy. [GOOD]

9. History shows, however, that the United States is far ... with large initiatives than small ones, certainly in trade. [SUCCESSFUL]

10. Unemployment is rising at ... rate in 15 years. [FAST]

11. But ... the current market turmoil continues, ... the recriminations will grow – and, with them, the pressures for reform. [LONG; MUCH]

12. The Japanese prime minister remains one of...leaders of any advanced nation. [WEAK]

13. Einstein said, “if I have seen ... than others, it is because I have stood on the shoulders of giants”. [FAR]

14. Even a vast debt is not a problem if an even ... amount of wealth is available to cover it. [VAST]

15. In the case of the UK, there is about five times ... wealth per capita than debt – which hardly sounds like a nation on the brink of personal bankruptcy. [MUCH]

16. The level of [UK] debt is indeed ... than ever in absolute terms, but so is the level of wealth. [HIGH]

17. If efficiency were carried to the extreme, ... operation would have zero costs. [EFFICIENT]

18. Natural resources and energy are getting ... and ... [SCARCE; EXPENSIVE]

19. San Francisco is one of ... cities in the USA. [COSTLY]

20. The city’s finances are now among ... in Russia. [HEALTHY]

P A R T 4. COMPLEX TEST

1) **INFINITIVE CONSTRUCTIONS:** complex object; complex subject;

for + noun + infinitive; 2) **GERUNDIAL CONSTRUCTIONS;** 3) **MODAL VERBS + PERFECT INFINITIVE;** 4) **SEQUENCE OF TENSES**

TEST 1. Choose the appropriate grammar form.

1. But the cost for Exxon-Mobil ... its production fuels, as Greenpeace demands, would be huge: arguably, shutting itself down.
 a) reducing b) to have reduced c) to reduce d) being reduced
2. Thus while the speed and timing of the ruble's fall [in 1998] may ..., the fall itself was not.
 a) have been surprising c) being surprised
 b) have surprised d) be surprised
3. He claims he would rather let his round date [his 60th birthday] ... unnoticed.
 a) to pass b) passing c) being passed d) pass
4. We seem ... a good team now, and the future's looking bright.
 a) to be formed b) to have formed c) to have been formed d) forming
5. Today, the Melnikov House [in St.-Petersburg] seems ... to become a museum.
 a) to have been destined c) destined
 b) being destined d) having been destined
6. As inflation has gotten worse, the government [China] may ... it had to toughen its stand.
 a) be felt b) have felt c) felt d) feel
7. I have seen Bill Gates, Microsoft's co-founder, ... presentations about how the next generation of software will change our lives.
 a) to be giving b) to give c) to have given d) give
8. The coalition agreement concluded in February stipulates that a final decision would be taken once the Council of State ... the matter.
 a) had considered b) would consider c) considers d) will have considered
9. The cunning Dutch traders [in the 18th century] could ... no conception of the almost fantastic development the city [New York] was to enjoy.
 a) had b) have had c) has d) had had
10. European stock markets may ... through a rather stagnant period over the last few weeks.
 a) have been b) be c) had been d) been
11. The power struggle may already ... the dynamics of the relationship with the US.
 a) was changing c) have been changed
 b) have been changing d) has changed
12. Thus while the speed and timing of the ruble's fall may ..., the fall itself was not.
 a) have been surprising c) being surprised
 b) have surprised d) be surprised

13. Other classical principles such as unity of command, style of leadership and so on may well ... earlier, paternalistic organizations but appear to have little place in modern society.

- a) suited b) to suit c) have suited d) suit

14. As a consequence of global industrial development, we may ... the world's climate, and damaged a great deal more of our earthly habitat besides.

- a) altering b) altered c) be altered d) have altered

15. As inflation has gotten worse, the government [China] may ...it had to toughen its stand.

- a) be felt b) have felt c) felt d) feel

16. The French government insisted on the American firm ... no more than 49% of

Euro Disney.

- a) being owned b) owned c) to own d) owning

17. We heard of that experiment ...last week.

a) to be made b) having been made c) being made d) to have been made

18. He didn't forget their ... him that he would be sent to the conference.

- a) telling b) to tell c) having told d) being told

19. The key to keeping the ideas ...is an atmosphere where everyone can feel free to contribute.

- a) flowing b) to flow c) be flowing d) having flowed

20. I remember my father ... me that he had deposited money in a Swiss bank.

- a) being told b) to tell c) to have told d) telling

TEST 2. Choose the appropriate grammar form.

1. After all our rhetoric about every job in the organization ... and primary, the obvious truth is that we value some positions more than others.

- a) is critical b) to be critical c) being critical d) to have been critical

2. The Department of Energy doesn't want to see this program

- a) to delay b) to have been delayed c) delayed d) is delaying

3. He later realized that if he had been less bound by traditional functional silos, the work ... much faster.

- a) will progress c) will be progressing
b) would have progressed d) progressed

4. Trading in Tokyo saw the dollar ... as low as 118.30 yen and as high as 119.05.

- a) to move b) moves c) move d) has moved

5. He could not have opened that very important original textile factory unless people ... to provide money to buy the land and build the factory.

- a) had been prepared c) would be prepared

- b) will be prepared d) were prepared
6. Those businessmen would not have acted if they had not thought they ... from their investments.
- a) are profiting b) will profit c) had profited d) would profit
7. The business of buying and selling shares in enterprises has become so big that offices ... to be set up where the selling of shares, or stock can take place [stock exchange].
- a) have had b) had had c) would have d) has had
8. ... the need for action, the next step is to establish the [audit] system as part of the overall company policy.
- a) Being determined c) Determining
b) Having determined d) Determined
9. The Internet shopping means the barriers ... a market are extraordinarily low.
- a) entering b) to have entered c) for entering d) to enter
10. You then need to assess
- a) where be changes made c) where changes can be made
b) where can changes be made. d) where changes made
11. The policy [of the company] is unlikely ... whoever takes charge after the weekend.
- a) being effected b) to effect c) will be effected d) to be effected
12. These political parties ... indistinguishable ideologically.
- a) has been considered b) are considered c) considered d) consider
13. I wouldn't have come to Berlin if it ... for the job.
- a) wasn't b) hadn't been c) would be d) weren't
14. Growth in 2010 is expected ..., unemployment is rising at the fastest rate in 15 years, and consumer spending has plunged.
- a) to be close to zero c) being closed to zero
b) closing to zero d) will be close to zero
15. The council of ministers [Italy] could not decide anything unless the parties ... first
- a) will ... decide b) would ... decide. c) had ... decided d) was ... decided
16. The US administration has insisted that the United States would act alone, if need
- a) be. b) is. c) has been. d) will be.
17. Most salary workers are exempt from the prospect of earnings ... with age because they are paid on a time basis.
- a) declining b) to decline c) will decline d) being declined
18. We can see this pattern of one economy ... on top of a previous economy in our

history.

a) having formed b) forming c) have formed d) being formed

19. We determined that some of the banks were incurring losses that could

....

a) be avoided. b) be avoiding. c) avoid. d) have been avoided.

20. Measuring productivity gains ... to be difficult.

a) have turned out b) turned out c) are turning out d) was turned out

P A R T 5. ADJECTIVES (-ED, -ING)

TEST 1. Adjectives (-ed, -ing). Choose the appropriate variant.

1. Credit cards have been the (a) *preferred*/ (b) *preferring* way of paying for online

purchases up to now.

2. The issue of global warming has given rise to (a) *heating*/ (b) *heated* debate.

3. Russian exporters will have (a) *guaranteeing*/ (b) *guaranteed* channels of exports to all markets of WTO members.

4. Because it undermines credibility, dishonesty is perhaps the most (a) *troubled*/ (b) *troubling* trait a subordinate can have.

5. A company's (a) *operated*/ (b) *operating* policies, production techniques, and inventory and credit-control systems fundamentally determine the firm's financial profile.

6. In the (a) *followed*/ (b) *following* pages, I'll discuss the turnaround process and Nissan's new culture in more detail.

7. Retaining (a) *existing*/ (b) *existed* customers is far less expensive than replacing them.

8. Given the urgency of the situation we could not afford to spend time to (a) *protracted*/ (b) *protracting* debates.

9. Ghetto children who received (a) *prolonging*/ (b) *prolonged* intensive tutoring and special care showed unusual IQ gains.

10. Work in America shows that even a little Latin teaching can have a (a) *marked*/ (b) *marking* effect on the English language skills of inner-city children.

11. We [congressmen] commend your [VOA] determination and hard work in bringing the voice of democracy to the (a) *troubling*/ (b) *troubled* Chinese population. (VOA = Voice of America)

12. I compliment you for impartiality in treating every subject – social, economic or

political. Among them is the (a) *frightening*/ (b) *frightened* problems of drugs and the destruction that it causes among people of all ages and races.

13. He was very (a) *touching*/ (b) *touched*, but he chose not to attend the meeting; he said he would feel foolish.

14. European countries will have trouble financing their (a) *existed*/ (b) *existing* pension systems.

15. But the snag with all such definitions [of the subject of economics] is that they usually turn out to be too restrictive in some senses and too widely (a) *embracing*/ (b) *embraced* in others.

16. Items of fixed capital have a (a) *continuing*/ (b) *continued* and repeated use in the process of production.

17. Some of the rapidly growing literature and research on strategic management are (a) *interested*/ (b) *interesting* from this point of view.

18. To visitors Buckingham Palace is a place of (a) *endured*/ (b) *enduring* interest.

19. When information began to flow again, it was not (a) *inspired*/ (b) *inspiring*. (не сулила ничего хорошего)

20. The findings of the ZEW institute reported a modest rise in investor expectations but described the improvement as (a) *disappointing*/ (b) *disappointed*.

TEST 2. Adjectives (-ed, -ing). Choose the appropriate variant.

1. Most of management was (a) *boring*/ (b) *bored* compared with the younger crew Mr. S. was used to spending time with.

2. Usually, promotion involves increased pay. Even so, there are many (a) *appealing*/ (b) *appealed* things about promotion that have nothing to do with money.

3. This study reports that almost all the seventy-seven business units (a) *surveying*/ (b) *surveyed* used some sort of objective-based appraisal system.

4. The (a) *increasing*/ (b) *increased* productivity brought about by wage alterations can be (c) *amazing*/ (d) *amazed*.

5. Latin America's economic and institutional reforms were insufficient to deliver the (a) *promising*/ (b) *promised* results.

6. The president took direct control over all (a) *pricing*/ (b) *priced* decisions.

7. The firm bought (a) *troubling*/ (b) *troubled* companies and rapidly turned them around.

8. If it [innovative equipment] is labor-saving, it may displace (a) *existed*/ (b) *existing* employees.

9. Lasers and fiber optics will have a (a) *continued*/ (b) *continuing* economic impact.

10. His career was more than (a) *distinguishing*/ (b) *distinguished*.

11. It is in a period of change that we often fail, yet most need, to link our past, present, and future into a (a) *compelling*/ (b) *compelled* whole.

12. "Dialogue marketing" is a multistep conversation between company and customer that takes place over an (a) *extending*/ (b) *extended* period and is triggered by customer transitions.

13. These (a) *disturbed*/ (b) *disturbing* facts have all made headlines recently, but just how seriously should we take them?

14. Qwest boosted its place in the already (a) *crowded*/ (b) *crowding* mobile-telephone market in America by buying capacity from Sprint.

15. There are a number of (a) *excited*/ (b) *exciting* areas of research in the intersection of law and economics and political science.

16. The managers (a) *surveyed*/ (b) *surveying* felt that having the proper flow of

information as well as useful interaction with others was critical in getting good results.

17. This situation is particularly (a) *worried*/ (b) *worrying* for America.

18. When riots erupt in one of the biggest countries of the supposedly stable European Union [EU], it can be (a) *embarrassed*/ (b) *embarrassing* for the government concerned.

19. Even after shares are made available to foreigners, the state will retain a (a) *controlled*/ (b) *controlling* 51%.

20. On our home page, we offer a wide range of (a) *specializing*/ (b) *specialized* service, including data storage.

P A R T 6. CONDITIONAL SENTENCES

TEST 1. Choose the correct verb form from a), b), c), d) to fill the gaps in the following sentences.

1. If computers ...enough, as bright as human beings, they'll take over.

a) gets bright b) will get bright c) get bright d) should get bright

2. So I appointed a task force of senior managers to develop a contingency plan in case Israel ... into the conflict.

a) will draw b) is being drawn c) will be drawn d) was drawn

3. It was obvious that if things ..., the company would be in financial ruin.

a) are not changed b) will not change c) didn't change d) doesn't change

4. He could not have opened that very important original textile factory unless people ... to provide money to buy the land and build the factory.

a) had been prepared c) would be prepared

b) will be prepared d) were prepared

5. I believe that even if Nokia ... its doors tomorrow and reopened 2 years later with a new product, the Nokia brand would still be alive.

a) shut b) would shut c) had shut d) will shut

6. The coalition agreement concluded in February stipulates that a final decision would be taken once the Council of State ... the matter.

a) had considered b) would consider c) considers d) will have considered

7. The council of ministers [Italy] could not decide anything unless the parties ... first

a) will ... decide. b) would ... decide. c) had ... decided. d) was ... decided.

8. I knew that if I ... to dictate changes from above, the effort would backfire, undermining morale and productivity.

a) would try b) tried c) will try d) try

9. If you wait until ... no markets to worry about, you will never be able to invest in

emerging markets.

a) there is b) there will be c) there are d) there be

10. The firm wants managers to be able to respond immediately if ... a rush order from an important customer.

a) there is b) there will be c) may be d) it is

TEST 2. Choose the correct verb form from a), b), c), d) to fill the gaps in the following sentences.

1. I would have worked for free if I ... it.

a) can afford c) could be afforded

b) could have afforded d) can be afforded

2. Unless the reasons for these strikes ... they will increase and grow to challenge the state itself.

a) are eradicated c) are eradicating

b) will be eradicated d) are being eradicated

3. Unless that sum [for restructuring] ... and the BBC ... to enter the digital age, British broadcasting risked being overwhelmed by “an Americanized world culture”.

a) will be increased ... will be helped c) were increased ... were helped

b) would be increased ... would be helped d) are increased ... are helped

4. If we [Transaero] ... nothing we would be shut down by now.

a) do b) would do c) had done d) will be doing

5. Financial folk are starting to say that investment will suffer unless the government ... the rule of law more vigorously.

a) defends b) will defend c) will be defending d) is defended

6. If we ... certain things differently, would results have been drastically changed?

a) did b) would do c) would be doing d) had done

7. If the company could manage to both speed its cash flow and reduce costs, it ...to sustain an annual growth rate of 26% without going to external sources of capital.

- a) were able b) was able c) could d) would be able

8. Those businessmen would not have acted if they ... they would profit from their investments.

- a) will no think b) were not thought c) had not thought d) thought

9. But if the IMF [International Monetary Fund] did not exist, it....

- a) would have to be invented. c) would be inventing.
b) had to be invented. d) would need to invent.

10. If the British companies ...to set up production facilities in the foreign markets, the effect would simply have been to allow competing firms from other industrial nations to do so.

- a) fails b) has failed c) had been failing d) had failed

TEST 3. Choose the correct verb form from a), b), c), d) to fill the gaps in the following sentences.

1. They threatened to go on strike unless they ... an acceptable contract.

- a) received b) will receive c) receives d) would receive

2. If we ... a fully fledged agreement in the future, our exports will be at a disadvantage.

- a) won't have b) are not having c) do not have d) has not had

3. They could react within hours ... the President order a military strike.

- a) would b) could c) does d) should

4. If it wasn't for the help from our contractors we ... to carry on with our research.

- a) were not able c) wouldn't have been able
b) won't be able d) should not be able

5. And then the metropolitan police showed up and arrested him. If the British government ... him arrested, he would have been warned and allowed to escape.

- a) had not wanted c) wouldn't want
b) didn't want d) wasn't wanted

6. They would invest more if the tax burden

- a) are lighter. b) were lighter. c) would be lighter. d) is lighter.

7. If efficiency ... to the extreme, the most efficient operation would have zero costs.

- a) are carried b) would be carried c) were carried d) carried

8. But if we ... the money for wages and heating etc., then we'll restrict the hours of opening so we use only daylight, as in the 19th century.
 a) do not get b) will not get c) shall not get d) have not got
9. I would not be surprised if foreign banks ... 50 per cent of the Mexican banking system in about five years.
 a) will own b) would own c) owned d) had owned
10. ... the high-speed railway be constructed, it would supplement the existing railway which was built in the mid-19th century under the reign of Nikolai I.
 a) Had b) Should c) Was d) Were
11. Our company is not indifferent to social issues. We ...for 130 years if that were the case.
 a) did not thrive and succeed c) would not have thrived and succeeded
 b) would not thrive and succeed d) had not been thriving and succeeding
12. Had the advances in electrical engineering been available then, the project ... to fruition.
 a) might have come c) might be coming
 b) might come d) came
13. Unless the system ...enough to accommodate these changes, extensive and expensive system modification may be necessary.
 a) would be flexible b) will be flexible c) is flexible d) was flexible
14. I would not have started the case ... I not ... I would win.
 a) had... convinced c) am...convinced
 b) were... convinced d) if ... convinced

P A R T 7. CHOOSE GERUND OR INFINITIVE

SECTION A.

Choose '-ing' form [gerund, participle I] or infinitive

TEST 1. Choose the correct form: gerund or infinitive.

1. Lech Walesa, the former electrician who led the free trade union and went on (a) *to become*/ (b) *becoming* president of Poland in 1990, signaled the end of an era by announcing he was leaving Solidarity [trade union].
2. Article 5 of the law says that the state will not nationalize, or expropriate wholly foreign-owned enterprises. It then goes on (a) *saying*/ (b) *to say* that it may, however, do so "in special circumstances".

3. In 2001, in the largest default in financial history, Argentina stopped *(a) to honour/ (b) honouring* debts which now total \$ 77 billion (including subsequent unpaid interest).

4. But try *(a) living/ (b) to live* without the government and you'll see how you like it. You won't.

5. Respect for others means *(a) to listen/ (b) listening* to people and being punctual for meetings.

6. The problem is that people rise to leadership in our society by a tendency toward

extroversion, which too often means *(a) ignoring/ (b) to ignore* what's going on inside themselves.

7. Critics complained the expo [annual IT trade show] had become too large and too

unfocused for the industry buyers and sellers it was meant *(a) serving/ (b) to serve*.

8. Because these managers don't stop *(a) to reflect/ (b) reflecting*, they tend to have

trouble developing strategies and adjusting their behaviors to new requirements.

9. Managers have to try *(a) understanding/ (b) to understand* the conditions and

influences that motivate people.

10. The European Forest Fire Information System is meant *(a) predicting/ (b) to predict* and so prevent large-scale fires.

11. Books, courses, etc.... sprang up to allow people to pass the tests, never mind *(a) to get/ (b) getting* a real understanding of what was being done and why.

12. Most companies have to stop *(a) demotivating/ (b) to demotivate* their employees.

13. In economics, unemployment means *(a) to be/ (b) being* out of work but actively seeking a job.

14. This manager is afraid of *(a) being open/ (b) to be open*.

15. What does it mean *(a) being/ (b) to be* hard-working in the Japanese context?

16. Imagination can also mean *(a) seeing/ (b) to see* a new use for a common object.

17. Banks used to *(a) be considered/ (b) being considered* the dominant pillars of the financial world.

18. In recent years regulators and investors have tended *(a) playing down/ (b) to play down* the risks attached to banks.

19. Game theory now appears *(a) being/ (b) to be* an indispensable part of the economist's tool-kit.

20. This decision was taken without his (a) *to be consulted*/ (b) *being consulted* or even informed.

TEST 2. Choose either “-ing” form [gerund, participle 1] or infinitive

1. Hierarchy appears (a) *being*/ (b) *to be* a natural order of nature which applies to organizations.

2. When it comes to (a) *implement*/ (b) *implementing* radical change, middle managers are your best bet for success.

3. Strategic networking absorbs a significant amount of the time and energy that managers usually devote to (a) *meeting*/ (b) *meet* their many operational demands.

4. Through professional associations, alumni groups, clubs, and personal interest

communities, managers gain new perspectives that allow them (a) *advancing*/ (b) *to advance* in their careers.

5. But Sophie’s boss simply concluded that she lacked a broad, longer-term business

perspective. Frustrated, Sophie contemplated (a) *leaving*/ (b) *to leave* the company.

6. Boosting exports [of gas] to the region [Northwest] is crucial to (a) *increasing*/ (b) *increase* Gazprom’s revenues.

7. That disruption is set to (a) *continuing*/ (b) *continue*.

8. The conclusion bears (a) *repeating* / (b) *to repeat*: Do not try to change yourself – you are unlikely to succeed. But work hard to improve the way you perform. And try not to take on work you cannot perform or will only perform poorly.

9. The Americans have had problems (a) *to sell*/ (b) *selling* their cars in Japan partly

because they have paid no attention to a distribution system.

10. Some of them are middle-aged managers keen to (a) *becoming*/ (b) *become* entrepreneurs.

11. Keeping America competitive will require (a) *eliminating*/ (b) *to eliminate* government regulations wherever they are counterproductive.

12. He is right (a) *calling*/ (b) *to call* for more federal control over power [supply].

13. Knowing these things allows team members (a) *being*/ (b) *to be* fully informed

participants in discussions.

14. In every sector of business, companies are starting to look for ideas that can save

money as well as (a) *having/ (b) to have* a reduced impact on the environment.

15. The Environment Council is well placed (a) *to deliver/ (b) delivering* expertise from its member organizations and other environment professionals in response to demand from businesses.

16. Yet many managers are still slow (a) *realizing/ (b) to realize* the importance of the environment.

17. The Vice President [of the organization] operates as the Deputy to the President. As such, he will need a strong background in managing internal senior level teams, as well as (a) *to be able/ (b) being able* to operate as a backup for the President.

18. The project to double the capacity of the Panama Canal], due to (a) *being completed/ (b) be completed* by 2014, is expected to cost \$ 5.3 billion and will be paid for by toll increases.

19. The Chinese government, however, seems to devote more resources to (a) *controlling/ (b) control* politics on the Internet.

20. It is not possible to assess from currently available data the exact contribution of the [financial] sector to (a) *inducing/ (b) induce* employment in other sectors.

TEST 3. Choose either “-ing” form [gerund, participle 1] or infinitive

1. A lot of research are based on the thought that strategy provokes (a) *to restructure/ (b) restructuring* the organization.

2. He even advocated (a) *to abolish/ (b) abolishing* the Committee, arguing it was no longer needed to promote Las Vegas.

3. I didn't want to risk (a) *being shouted at/ (b) to be shouted at*.

4. Many leading companies hesitated to (a) *move/ (b) moving* to new technologies for fear of ruining the success of their existing technologies.

5. An organization should devote energy to (a) *make/ (b) making* continuous product improvements.

6. Europeans were quick (a) *seeing/ (b) to see* the attraction of cars [Toyota] that seldom broke down, unlike the native varieties.

7. His approach advocates (a) *getting/ (b) to get* all your work done every day, and if you are unable to achieve it helps you diagnose where you are going wrong and what needs to change.

8. Throughout the mid-1990s, Intel had resisted (a) *providing/ (b) to provide* cheap microprocessors for inexpensive PCs.

9. But there is evidence from psychology that people are better equipped to (a)

confirming/ (b) confirm beliefs than to *(c) challenging/ (d) challenge* them, even when they have no vested interest in the beliefs.

10. He [as a Fed governor] advocated *(a) providing/ (b) to provide* unusually extensive guidance as part of an anti-deflation strategy.

11. Developing a business over the Internet requires many of the same major activities as *(a) to start/ (b) starting* any other business.

12. The central bank looks to the market for guidance only *(a) to find/ (b) finding* its own opinions mirrored.

13. The price list will help you determine if the profit margins are high enough *(a) justifying/ (b) to justify* selling their products.

14. The court found that the Commission [the European Union competition commission] had been right *(a) finding/ (b) to find* Microsoft guilty of abusing its Windows monopoly.

15. By the year 2012 we want *(a) being recognized/ (b) to be recognized* amongst the leading Business Schools in Britain.

16. Furthermore, the management system has to enable everyone *(a) to be responsible/ (b) being responsible* for the quality of his output to his internal customers.

17. We are committed to *(a) maximizing/ (b) maximize* our customers' successes.

18. Long-term profit growth is essential *(a) ensuring/ (b) to ensure* the prosperity and well-being of Dow employees, stockholders, and customers.

19. Concerns about the company's efficiency are sure *(a) to linger/ (b) lingering*.

20. At the same time, the international trend is toward more wealthy investors *(a) to turn to/ (b) turning* to domestic banks for services.

SECTION B

Infinitive Forms (simple/perfect/continuous; active/passive).

“-ing” forms [gerund, participle I] (simple/perfect; active/passive)

TEST 1. Choose the correct form of the infinitive (active/passive; simple/perfect/continuous)

1. These technical problems are difficult to *(a) be overcome/ (b) overcome*.

2. The present policy of many developing countries is directed at achieving self-sufficiency in food. A contraction of the market is therefore to *(a) be expected/ (b) expect* on both the supply and the demand side.

3. Almost all Social Security business – from applying for benefits to reporting a lost or stolen check – can *(a) be handling/ (b) be handled* by telephone.

4. Determining the amount of money *(a) to be spending/ (b) to be spent* on the advertising campaign is a key decision in the campaign planning process.

5. It was decided that Coke and Pepsi would no longer *(a) be served/ (b) serve* in parliament [India].

6. PepsiCo's and Coca-Cola's products [in India] were reported on average *(a) to be contained/ (b) to contain* pesticides many times the norms set by the European Union.

7. The oil prices has been higher than most people would *(a) expect/ (b) have expected* at the start of the year.

8. European stock markets may *(a) be/ (b) have been* through a rather stagnant period over the last few weeks.

9. The common commercial policy has given the UK far greater global influence than it would *(a) have enjoyed/ (b) enjoy* as a lone player.

10. Everybody loves a fat pay rise. Yet over the past half-century, as developed economies have got much richer, people do not seem *(a) to become/ (b) to have become* happier.

11. He could not *(a) open/ (b) have opened* that very important original textile factory unless people had been prepared to provide money to buy the land and build the factory.

12. A stay-at-home mother is able to give care [to her child] as and when it appears to *(a) need/ (b) be needed*.

13. Every pound of extra cash from the taxpayer will have *(a) to fight for/ (b) to be fought for*.

14. I wouldn't *(a) have come/ (b) come* to Berlin if it hadn't been for the job.

15. The Microsoft people I have met are largely friendly and intelligent and appear *(a) to be trying/ (b) to have been trying* hard to please their customers.

16. Unless action is taken now, we expect 200,000 or more farmers *(a) to force/ (b) to be forced* into bankruptcy.

17. The offences were alleged *(a) to be committed/ (b) to have been committed* between 2001 and 2004.

18. Meanwhile, several thousand people are thought *(a) to be running/ (b) to be run* their cars on vegetable oil.

19. New Orleans appeared *(a) to be escaping/ (b) to have escaped* the worst of the havoc wreaked by Hurricane Katrina (2007).

20. A proposal is expected *(a) to have been introduced/ (b) to be introduced* in the House of Representatives.

TEST 2. Choose the correct “-ing” form [gerund, participle I].

1. *(a) Determining/ (b) Having determined* the need for action, the next step is to establish the system as part of the overall company policy.

2. I didn't want to risk *(a) shouting at/ (b) being shouted at*.

3. The figures were worse than expected, economists (a) *having predicted/ (b) predicting* a 525,000 fall in employment and a rise in the unemployment rate from 7.2 % to 7.5 %.

4. His talent as a manager and businessman was formidable, (a) *having turned/ (b) turning* the collapsing firm into a profitable venture.

5. Public transportation was not functioning, (a) *being kept/ (b) keeping* many people from going to work, even if they wanted to.

6. He confirmed that his firm planned to buy more pubs, (a) *being spent/ (b) having spent* \$11 million on the purchase of 55 pubs so far this year.

7. (a) *Rising/ (b) Being risen* repair costs frequently provide the incentive for replacing old equipment.

8. The exact kinds of information depend on the type of product (a) *being advertised/ (b) having been advertised*.

9. He said estimates varied from between 15 per cent and 50 per cent of the population (a) *having employed/ (b) being employed* at home by the end of the century.

10. (a) *Having defeated/ (b) Having been defeated* the Premier was obliged to resign.²

P A R T 8. STRUCTURE AND WRITTEN EXPRESSION

SECTION A

TEST 1. Each item consists of an incomplete sentence which you are required to

complete by selecting one of the 4 answers given.

1. The many laws and regulations of modern American capitalism have not prevented...

- a) people with ideas and dreams to start new businesses.
- b) from starting new businesses people with ideas and dreams.
- c) people with ideas and dreams to have started new businesses.
- d) people with ideas and dreams from starting new businesses.

2. It will take too much capital and time...

- a) to foreign general contractors to build up a network.
- b) for foreign general contractors building up a network.
- c) for foreign general contractors to build up a network.
- d) for foreign general contractors to have built up a network.

3. He talked to five women about their management styles and discovered there was still some resistance...

- a) to their being in charge. c) to their to be in charge.
- b) to their be in charge. d) for their being in charge.

4. Only recently...

- a) this classical view of managers has been challenged.

- b) has this classical view of managers been challenged.
 c) had this classical view of managers been challenged.
 d) this classical view of managers had been challenged.
5. But the US administration is, for the moment, ... powerful and generous regional utility monopolies.
 a) being afraid to anger c) afraid angering
 b) afraid to anger d) afraid of angering
6. Some of the directors...
 a) not seem competent to serve in key position.
 b) seem not competent to serve in key position.
 c) do not seem competent to serve in key position.
 d) seem competent not to serve in key position.
7. Success makes risk...
 a) seem so remote. c) to seem so remote.
 b) seems so remote. d) seemed so remote.
8. Today, technology [the Internet] is allowing ... to reinvent themselves.
 a) to many established brands to find new ways...
 b) for many established brands finding new ways...
 c) for many established brands to have found new ways...
 d) for many established brands to find new ways...
9. The most important factor in successful decision-making is that every team member is clear about...
 a) how will be made a particular decision. c) how a particular decision will be made.
 b) how will a particular decision be made. d) how will be a particular decision made
10. It is important to define just ...
 a) what consensus decision-making is. c) what does consensus decision-making is.
 b) what is consensus decision-making. d) what are consensus decision-making .

TEST 2. Each item consists of an incomplete sentence which you are required to complete by selecting one of the 4 answers given.

1. In every sector of business, companies are starting to look for ideas that can save money ... a reduced impact on the environment.
 a) as well as to have c) as well as having
 b) though having d) in spite of having
2. The team should include both environmental experts ... familiar with the type of

- operation being audited.
- a) or people b) and people c) but people d) than people
3. My major concern is that ...
- a) there does seem to have been a deterioration.
 b) there does seem being a deterioration.
 c) there seem to have been a deterioration.
 d) there does seem having been a deterioration.
4. It [Europe] cannot just sit around and wait ...
- a) time to sort things out c) as time to sort things out
 b) for time sorting things out d) for time to sort things out
5. As long as world prices [for oil], stay high, the Iranians know that the chances ... are virtually nil.
- a) of their be punished with an oil embargo
 b) to their being punished with an oil embargo
 c) of their to be punished with an oil embargo
 d) of their being punished with an oil embargo
6. Recent contacts between the two countries [US and Iran]
- a) don't seem to have gone nowhere.
 b) doesn't seem to have gone nowhere.
 c) seem to have gone nowhere.
 d) seem not to have gone nowhere.
7. ..., in the opinion of America's director of national intelligence, before Iran could make a nuclear bomb.
- a) It will be several years c) Several years will be
 b) There will be several years d) Pass several years
8. ... politicians consider the intelligence services as instruments for political ends is grave enough.
- a) If... b) Although... c) That... d) Because of...
9. The Russians insist ... European energy companies.
- a) they could be able to buy c) they are be able to buy
 b) they should be able to buy d) they should be able to buying
10. It's only when we've heard and understood your deepest aspirations ... to help you realize them.
- a) what we create the financial solutions
 b) when we create the financial solutions
 c) as we create the financial solutions
 d) that we create the financial solutions

TEST 3. Each item consists of an incomplete sentence which you are required to complete by selecting one of the 4 answers given.

- a) as internal market consolidation is completed.
- b) as internal market consolidation will be completed.
- c) because of internal market consolidation is completed.
- d) despite internal market consolidation is completed.

TEST 4. Each item consists of an incomplete sentence which you are required to complete by selecting one of the 4 answers given.

1. BAWAG'S [one of Austria's biggest banks] dented reputation has seen

...

- a) customers rushed to withdraw deposits. c) customers rushing to withdraw deposits.
- b) rushing customers to withdraw deposits. d) customers rushing to have withdrawn deposits.

2. Adelson showed that ... he was relatively new to the hotel-casino business,

he could make big plans with the best of his competitors.

- a) while b) despite c) in spite of d) because

3. The parliament wouldn't have been anti-reform

- a) if the reforms would benefit average people.
- b) whether the reforms benefited average people.
- c) were the reforms benefited average people.
- d) had the reforms benefited average people.

4. Still, ... that he would ever become anything more than another successful, smalltime multimillionaire.

- a) it was little to suggest c) there was little to suggest
- b) there was small to suggest d) there was little to suggesting

5. We need to know where the guns are coming from and to stop....

- a) them to get in to this country.
- b) they getting in to this country.
- c) them getting in to this country.
- d) them to have got in to this country.

6. This country is used to....

- a) local people to practice alternative lifestyles.
- b) local people practicing alternative lifestyles.
- c) local people to have practiced alternative lifestyles.
- d) local people to have been practicing alternative lifestyles.

7. A foreigner who travels in and out of the country is also considered tax resident ... a total of 183 days in Russia.

- a) if he was ended up spending c) if he ended up spending
- b) if he ended up to spend d) if he will end up spending

8. Before 1941 the relation of forces between peace and war was such that war could not be avoided, ...

a) given the firm resolution of the imperialists to start and provoke war.
b) giving the firm resolution of the imperialists to start and provoke war.
c) given the firm resolution of the imperialists to starting and provoking war.

d) given the firm resolution of the imperialists of starting and provoking war.

9. Given the continued employment by Swedish industry of its considerable skills, it is not hard to imagine ...

- a) of Sweden pulling out of its slump.
- b) Sweden to pull out of its slump.
- c) for Sweden pulling out of its slump.
- d) Sweden pulling out of its slump.

10. Foreign exchange analysts could not agree on ...

- a) the currency [the euro] would now stabilize.
- b) whether the currency [the euro] would now stabilize.
- c) whether the currency [the euro] will now stabilize.
- d) whether would the currency [the euro] now stabilize.

TEST 5. Each item consists of an incomplete sentence which you are required to

complete by selecting one of the 4 answers given.

1. Japan's biggest carmaker has seen ... in every region of the world except Japan.

- a) sales of its vehicles rise
- b) sales of its vehicles to rise
- c) sales of its vehicles rises
- d) sales of its vehicles being risen

2. A lot of Europeans also question the wisdom of provoking Moscow when ..., but the West needs its help over Iran.

- a) not only is their energy dependence on Russia increasing
- b) not only their energy dependence on Russia is increasing
- c) not only is increasing their energy dependence on Russia
- d) not only is their energy dependence on Russia increased

3.... – indicating to markets precisely what they are going to do next – central bankers ought to worry about being transparent – explaining how they think and why they choose their policies.

- a) Rather than is worrying about being predictable
- b) Rather than to worry about being predictable
- c) Rather than be worrying about being predictable
- d) Rather than worrying about being predictable

4. In order to provide a discussion on the Internet it is essential to provide a short

description on

- a) what is actually the Internet.
- c) what the Internet actually is.

- b) that the Internet actually is. d) which is actually the Internet.
- 5....., many people find themselves entering 2008 with daunting prospect of digging out from under a pile of consumer debt brought on by frenzied buying.
- a) With another Christmas shopping season to be ended
 b) With another Christmas shopping season to have ended
 c) With another Christmas shopping season ended
 d) With another Christmas shopping season being ending
6. ... the Internet can be described as a huge network that allows information to be collated and shared by millions of people.
- a) Putting in the most basic of terms
 b) Put in the most basic of terms
 c) Having put in the most basic of terms
 d) If it put in the most basic of terms
7. This new technology enabled a world wide web [WWW] of information

- a) to be provided. c) to provide.
 b) being provided. d) to have provided.
8. ... the Internet clearly existed since the 1980s it was not until the early 1990s that the corporate world were able to make use of it instead of just the academic community and government sponsored organizations.
- a) In spite of c) Despite
 b) Even though d) Because
9. It could be that sound economics will require ...the working life of the average person.
- a) we to expand c) our expanding
 b) us expanding d) us to expand
10. There are more retired persons....
- a) for working people to be subsidized.
 b) for working people subsidized.
 c) for working people to subsidize.
 d) for working people being subsidized.

TEST 6. Each item consists of an incomplete sentence which you are required to complete by selecting one of the 4 answers given.

- 1....., companies may not be willing to make the necessary investment at this time.
- a) With the profits picture having uncertain
 b) With the profits picture to be uncertain
 c) With the profits picture being uncertain
 d) With the profits picture be uncertain
2. A recent survey of 100 UK chief executives found the greatest concern for the next decade

- a) being people availability. c) to have been people availability.
 b) to be people availability. d) having been people availability.
3. He denies that ... they need to be run by younger people.
 a) for organizations to have dynamism and drive
 b) for organizations having dynamism and drive
 c) in order organizations to have dynamism and drive
 d) instead of organizations to have dynamism and drive
4. The great Portuguese and Spanish navigators and explorers appear ... to have
 systematically had recourse to the services of interpreters.
 a) having been the first Europeans c) being the first Europeans
 b) to be the first Europeans d) to have been the first Europeans
5. She told just seven people, and the power of word-of-mouth led ...
 a) to 350 million people hear the news.
 b) towards 350 million people hearing the news.
 c) for 350 million people hearing the news.
 d) to 350 million people have heard the news.
6. I have seen people of the most diverse personalities and temperaments ...
 a) perform well in entrepreneurial challenges.
 b) to perform well in entrepreneurial challenges.
 c) to have performed well in entrepreneurial challenges.
 d) being performed well in entrepreneurial challenges.
7. She told just seven people, and the power of word-of-mouth led ...
 a) to 350 million people hear the news.
 b) to 350 million people heard the news.
 c) to 350 million people hearing the news.
 d) to 350 million people having heard the news.
8. In the past six months, I've had my ideas ... in magazines such as
 Business Week,
 Entrepreneur, and Publishers Weekly.
 a) written about c) being written about
 b) writing about d) have written about
9. He ... into several different languages, including Japanese.
 a) had the videos translating c) had the videos having translated
 b) had the videos translated d) had the videos to translate
10. Whenever someone goes to his or her associates and says, "This is what I am good at. This is the contribution I plan to concentrate on and the results I ... to deliver," the response is always, "This is most helpful. But why didn't you tell me earlier?"
 a) be expected c) should be expecting
 b) will be expecting d) should be expected

SECTION B

TEST 1. In this part, you will find that in each sentence, four words or phrases have been underlined. You should select the one underlined word or phrase that would not be acceptable in formal, written English and write down in your answer sheet an appropriate word or phrase.

1. He doesn't [A] lose the [B] personal touch of the accounting firm he has [C] long been accustomed [D] with.

2. Indeed, many of the giants [multinational companies] [A] found that their computer systems, expensively [B] installed [C] at the dawn of the information technology age, had become [D] hopeful anachronisms.

3. In an [A] increasingly mobile world, traditions and [B] cultures [C] are stubbornly [D] mobile resources.

4. Women [A] tend to be better [B] by making [C] staffers feel valued and [D] rewarded.

5. Women delegate more [A] readily and [B] express their appreciation [C] to hard work more [D] often.

6. America's [A] tradition role as a leader in space has been [B] steadily undermined by the diffusion of [C] affordable [D] technologies over the past decade.

7. People living in [A] near villages with unemployment [B] rates of 50% may well show [C] strong support [D] for the project.

8. Small businesses [A] combining account for more [B] employment opportunities than all of the [C] major corporations [D] put together.

9. It is difficult sometimes to [A] tell the difference between reputable online [B] selling and criminals who use the Internet to [C] separate people [D] from their money.

10. If you [A] read everything Ducker has [B] written, you will not [C] necessary be a [D] good manager.

11. As time went [A] on many of his concepts [B] were and some of them [C] proved [D] unwork.

12. Once a corporation has [A] established the specifics of its [B] primary goal, it must decide other questions [C] leading to [D] second goals.

13. These [A] are [B] good changes [C] to happen in [D] Russia.

14. [A] Being part of the union [union with England] [B] has served Scotland very [C] good [D] over years.

15. The [A] precious metal (gold) is [B] looked [C] as the [D] ultimate protection against inflation.

16. In the case of the UK, there [A] is about five [B] times more wealth per [C] capita than debt – which [D] hard sounds like a nation on the brink of personal bankruptcy.

17. London's docks [A] handle a colossal [B] figure of merchandise of every kind, and each day [C] sees the arrival and departure of ships trading with every [D] corner of the world.

18. [A] Participation in decision [B] making can lead [C] to greater [D] accept of decisions.

19. Money [A] are likely to [B] be viewed differently [C] at various points in one's career, because the need [D] for money versus other rewards (status, growth, security etc.) changes at each stage.

20. American managers and employees apparently [A] emphasize pay for individual performance [B] more than [C] does their European or Japanese [D] counterparts.

TEST 2. In this part, you will find that in each sentence, four words or phrases have been underlined. You should select the one underlined word or phrase that would not be acceptable in formal, written English and write down in your answer sheet an appropriate word or phrase.

1. The actual [A] objective can be identified as [B] to bring down the [C] rate of inflation and strengthening the national [D] currency.

2. [A] Most companies don't gain a real [B] awareness of all the hazards within their organization [C] until something [D] comes wrong.

3. At smaller companies the CEO [A] generally has a [B] pretty good idea of all the risks hid or her company will [C] like [D] face.

4. Crisis [A] consulting companies adhere [B] to the belief that crisis management can be [C] learning, regardless of whether the crisis involves the loss of employees, the [D] erosion of brand reputation or acts of nature.

5. In the hospitality [A] industry, as in many others, site decisions are often [B] done on the basis of [C] availability rather [D] than choice.

6. In the [A] past, the location of [B] manufacturing premises [C] were often determined by the location of [D] raw materials.

7. But [A] in spite of dying, the company has [B] become one of the [C] healthiest chains in the [D] industry.

8. Car [A] ownership in Russia has almost [B] tripled since the early 1990s and now [C] covers about every [D] four Russian family, according to a number of studies.

9. Ford looks [A] at the market in Russia over the long [B] term, and [C] this is why we continue [D] to see Russia as a key strategic market.

10. Ford's decision [A] beginning manufacturing in Russia is [B] in large part due to [C] growing car [D] ownership.

11. Production [A] closed to the market [B] means that the product can be [C] geared better [D] to the wishes of the consumer.

12. Business English is the [A] language that people [B] use in order to [C] conduct trade relations and make [D] oneself understood.

13. We have communications [A] satellites which [B] do it possible [C] for every part of the world [D] to see every other part of the world.

14. [A] Suppose management [B] thinks it can [C] rise prices 1.5% without [D] dampening demand.

15. Our [A] relationship to science and technology today is different from [B] those characteristic [C] of earlier [D] times.

16. Everywhere we look, we see institutions that [A] appear the same as they [B] use to be from the outside, and [C] carry the same names, but inside [D] have become quite different.

17. The [A] smallest proportion of managers we [B] studied – around 10% - were both highly [C] energetic [D] than highly focused.

18. People are more [A] complex than [B] offered by the [C] early management [D] theorists.

19. In [A] manufacturing firms, payroll costs can run as [B] higher as 40% of sales [C] revenues, whereas in [D] service organizations payroll costs can top 70%.

20. [A] Participation in the design and [B] administration of [C] reward systems is [D] rarely.

II. VOCABULARY TESTS

TEST 1. Complete the text using the words in brackets in the correct form.

MANAGEMENT. SOFT MANAGER

(The hard work of being a soft manager)

No executive can forge a (1) ... [SUCCESS] career without volunteering for high-risk (2) ... [ASSIGN]. But some (3) ... [RISK] jobs seem to promise only disaster, not (4) ... [ADVANCE]. Consider William Peace's [the CEO's] decision, against the advice of his (5) ... [CLOSE] aides, to meet alone with 15 people he had just laid off. The encounter was (6) ... [EMOTION] bruising, just as Peace knew it would be. He sat and listened as his former (7) ... [EMPLOY] poured out their grief, anger, and bewilderment. When they were through, he patiently explained why the (8) ... [SURVIVE] of the business required that he let them go, even though there was nothing wrong with their (9) ... [PERFORM]. And then he explained again.

The meeting had a (10) ... [SURPRISE] denouement, which you can discover for

yourself in the pages that follow. But it's giving nothing away to point out that Peace's display of vulnerability and accessibility was seen for what it was: a sign of

(11) ... [STRONG], not (12) ... [WEAK].

The article that Peace crafted out of his experiences added a new dimension to the

portrait of the leader. Quietly but thoroughly, he smashed the icon of the armor-plated hero and replaced it with a flesh-and-blood human being – fallible, vulnerable, and for those very reasons, credible and effective. [8: 99]

TEST 2. Read the text and choose the correct variant from among (a) or (b).

NATIONAL ECONOMIES. CHINA

China is now the largest **(1)** (a) *recipient* / (b) *taker* of FDI [foreign direct investment] in the developing world, and the second largest in the world after the United States. Last year its economy as a whole grew by an estimated 11%. In this booming, bustling but **(2)** (a) *worryingly* / (b) *likely* unpredictable part of the world locals have the sort of insider's knowledge which saves them **(3)** (a) *against* / (b) *from* making crass mistakes. But good locals are difficult to **(4)** (a) *come by* / (b) *come up*. The Hong Kong labour market is one of the **(5)** (a) *successful* / (b) *tightest* in the world. On China's mainland, the dearth of managerial talent and technical skills that seems to be a common **(6)** (a) *event* / (b) *feature* of communist and ex-communist countries was exacerbated by the cultural revolution, which **(7)** (a) *thinned* / (b) *united* the ranks of people between 35 and 45.

(8) (a) *Despite* / (b) *In conclusion* these problems, some companies are adopting a policy of "Chinese **(9)** (a) *through* / (b) *at* any price", scouring the Chinese communities of the United States and Asia for suitable ethnic Chinese. The region is **(10)** (a) *looking* / (b) *seeing* the birth of a new sort of expatriate: an ethnic Chinese who has been educated in western business schools and spends his time **(11)** (a) *moving* / (b) *leaving* from one lucrative posting to another.

Nevertheless, locals do not always go down well with the people they are supposed to impress. Mainlanders do not necessarily take to these "ABCs with their MBAs", particularly when they have little grasp of the local dialect. They like to negotiate with "grey hairs" rather than with people in their **(12)** (a) *later* / (b) *early* 20s who still reek of Harvard Yard.

Price Waterhouse, a consultancy, calculates that some 450,000 expatriate managers are now working in China, and predicts that their number will continue to **(13)** (a) *raise* / (b) *rise* for the **(14)** (a) *rest* / (b) *last* of the decade. Expats are **(15)** (a) *expensive* / (b) *wealthy* to employ, requiring **(16)** (a) *potential* / (b) *generous* salaries, **(17)** (a) *extensive* / (b) *wide* insurance and four or five spells of paid **(18)** (a) *leave* / (b) *resting* away from China every year. Critics say they spend the first two years of their posting getting up to speed and the last year packing up, leaving only a brief period when they are on top form. Sensible firms **(19)** (a) *keep* / (b) *take* a lot of trouble to ensure that potential recruits are well-informed about the hardships of a China posting, and that both they and their spouses are up to it. The managers, for their part, may be far from

keen to go: in these days of downsizing, delayering and short-term contracts, many managers no

longer see a foreign posting as a safe step on their career ladder, and many of them have spouses whose own career would be interrupted by a move.

The art of management in this region is very much the art of transferring knowledge, implanting western business methods in Chinese minds. Trained employees are so valuable that companies have devised various forms of “golden handcuffs” to make sure that they do not defect to competitors. One popular method is to (20) (a) suggest / (b) offer them plenty of travel abroad. Companies are also having to accommodate the Chinese taste for a predictable career ladder and an elaborate hierarchy. Even as they are flattening their hierarchies in the West, they are elongating them in the East. [5:13-15]

TEST 3. Read the text below, In most of lines 1-33, there is one extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, write “correct”, if there is an extra word in the line, write the extra word on your answer sheet.

DEFINITION AND EXTENT OF GLOBALIZATION

- 1 globalization could be have defined simply as the decline in
- 2 costs of doing business internationally, One of its key effects
- 3 is to least enhance the international integration of markets
- 4 for goods, services, technology, ideas, financial and other
- 5 capital, and labour. An indicator of its progress is being
- 6 reducing differences in prices for those products and factors
- 7 across space (within and between countries).
- 8 But not everyone does favours globalization. Trade union
- 9 representatives of some low-skilled workers in rich countries
- 10 fear it could threaten their members’ jobs, while
- 11 environmental groups fear it less contributes to national and
- 12 global environmental problems. Others simply prefer their
- 13 country to be more self-sufficient in producing what its citizens
- 14 not consume.
- 15 Both technological and both governmental barriers contribute to
- 16 the costs of interacting rather internationally. Falls in transport
- 17 costs, the huge decline in communication and information costs,
- 18 and cuts in tariff and non-tariff governmental barriers to trade in
- 19 goods and services have not combined in the late 20th century to
- 20 accelerate globalization to an unprecedented low speed that shows
- 21 no sign of abating.
- 22 While the extent of the acceleration in surely globalization
- 23 cannot be captured in a single statistic, several be provide
- 24 partial indications of what is involved. A standard indicator

25 is the comparison between in trade and GDP growth. While
26 merchandise trade for centuries has been grown faster than
27 output for all periods except between the two world wars, the
28 gap has been more larger in the 1990s than in any earlier period
29 since from the mid-nineteenth century. More than one-fifth
30 of global output is now exported, double the proportion in
31 the 1950s. Intra-firm trade among multinational corporations
32 (MNCs) is estimated more to account for one-third of world
33 trade. [1: 7]

TEST 4. Read the text and choose the correct variant from among (a) or (b).

INFLATION AND FORCES OF GLOBALIZATION

The (1) *a) world / b) nature* of inflation has thus changed. But it has not died, although the forces of globalization have helped to combat it. Policy (2) *a) ideas / b) blunders* by central bankers could still allow inflation to (3) *a) break out / b) be present* again. Some American financial analysts (4) *a) reckon / b) reply* that the impact of China and other newly industrializing economies on inflation is often (5) *a) proclaimed / b) exaggerated*. They drew on a Federal Reserve study which concluded that the direct impact of cheaper Chinese imports on American inflation was (6) *a) modest / b) fragile*. However, this study (7) *a) ignored / b) took no notice* the indirect effects of China on wages and the fact that cheaper Chinese goods do not just reduce the price of imports from China but, (8) *a) for / b) through* competition, the price of all goods worldwide.

The analysts may well have underestimated the extent (9) *a) with / b) to* which globalization has borne down on inflation in past years. However, more important for policymakers today is its future effect. It is argued that the emergence of new industrial giants has increased not only global supply but also demand, particularly (10) *a) for / b) in* oil and other raw materials. By running large current-account surpluses these economies are currently adding more to supply than to demand, do their (11) *a) net / b) harmful* effect is disinflationary. But this could change. If their exchange rates (12) *a) rose / b) pushed* and their domestic demand increased, the analysts say, downward pressure on prices would (13) *a) omit / b) ease* and might one day be reversed.

(14) *a) Every time / b) even though* globalization has helped to (15) *a) hold down / b) pour down* inflation so far, capacity constraints will eventually appear in the global economy, just as they always (16) *a) have / b) do* at the national level.

Globalization dose not relieve central bankers (17) *a) up / b) of* their responsibility for maintaining price stability. But it may require them to steer policy (18) *a) of / b) by* a different compass: one that (19) *a) takes / b) gives* much more account of (20) *a) procedures / b) developments* abroad. [2: 4]

TEST 5. Complete the text using the words in brackets in the correct form.

THE VALUES AMERICANS LIVE BY

Most Americans would have a difficult time (1) ... [TELL] you, specifically what the values are which Americans live by. They have never given the matter any

(2) ... [THINK].

Even if Americans had considered this question, they would probably, in the end, decide not to answer in terms of a (3) ... [DEFINE] list of values. The reason for this decision is itself one very American value – their (4) ... [BELIEVE] that every individual is so unique that the same list of values could never be applied to all, or even most, of their fellow citizens.

Although Americans may think of (5) ... [THEM] as being more varied and

(6) ... [PREDICT] than they actually are, it is significant that they think they are.

Americans tend to think they have been only slightly influenced by family, church or

schools. In the end, each believes, “I (7) ... [PERSON] chose which values I want to live my own life by.”

The list of (8) ... [TYPICAL] American values would stand in sharp contrast to the values commonly held by the people of many other countries ...

It is not enough simply to (9) ... [FAMILIAR] yourself with these values. You must also, as far as possible, consider them without the negative or derogatory connotation which they might have for you, (10) ... [BASE] on your own experience and cultural (11) ... [IDENTIFY].

Personal Control Over the Environment. Americans no longer believe in the power of Fate, and they have come to look at people who do as (12)...[BE] backward, primitive, or (13) ... [HOPE] naive. To be called "fatalistic" is one of the (14) ... [BAD] criticisms one can receive in the American context; to an American, it means one is superstitious and lazy, (15) ... [WILL] to take any initiative in bringing about (16) ... [IMPROVE].

The problems of one's life are not seen as having resulted from bad luck as much as having come from one's (17) ... [LAZY] in pursuing a (18 ... [GOOD] life. Furthermore, it is considered normal that anyone should look out for his or her own self-interests first and foremost.

Most Americans find it impossible to accept that there are some things which lie beyond the power of humans to achieve. And Americans have literally gone to the moon, because they refused to accept (19) ... [EARTH] limitations.

Americans seem to be challenged, even compelled, to do, by one means or another (and often at great cost) what seven-eighths of the world is certain cannot be (20) ... [DO]. [3: 15]

TEST 6. Read the text and choose the correct variant from among (a), (b).

**MULTINATIONAL COMPANIES
THE WORLD TURNED UPSIDE DOWN**

Over the past decade multinational companies have been re- **(1)** *(a) examining / (b) building* almost every item of received **(2)** *(a) manager / (b) managerial* wisdom. **(3)** *(a) once / (b) as soon as* they prided themselves on their “vertical integration” – running themselves as self-contained empires. **(4)** *(a) last time / (b) at one point* Ford even smelted its own steel. Now they are “sticking to their knitting” – concentrating on their core business and contracting out everything else.

Once multinationals devoted enormous resources to gathering information, **(5)** *(a) getting / (b) giving* it processed by **(6)** *(a) some / (b) legions* of managers and handing it to a strategy-making elite. Now they are putting a computer on every desk and giving **(7)** *(a) energy / (b) power* to front-line workers. Once they prided themselves on their vast headquarters and workforces to match. Now they are miniaturizing their head offices and cutting their **(8)** *(a) to the bone.*

This change in thinking has had **(9)** *(a) dramatic / (b) inessential* consequences. Big American companies announced nearly 600,000 lay-offs, 10% more than in the **(10)** *(a) depths / (b) waves* of the recession which we had experienced two years earlier. Even **(11)** *(a) paternalistic / (b) materialistic* companies such as IBM, which **(12)** *to pride themselves on* **(13)** *a job for life,* have been forced to join in the blood-letting. And this time the burden has fallen not just on the hapless workers. Companies have been cutting their headquarters staff and **(14)** *rid of entire layers of management.*

When Jack Smith **(15)** *as boss of General Motors,* he cut the corporate bureaucracy from 13,000 to 2,000 and moved his office from that symbol of corporate America, the 14th floor of GM’s headquarters in Detroit, to a new technical centre in the suburbs 15 miles away. Ford has reduced the number of its management levels from ten to seven.

All this has brought both institutional and personal disruption in its wake. That

disruption **(16)** *to continue,* **(17)** *recent fears that the slimming might have gone too far – some talk of “corporate anorexia”.* Even the Japanese are being forced to rethink their **(18)** *to lifetime employment.* This is not necessarily a bad thing. Many middle managers lived boringly industrious lives without adding any real **(19)** *Contracting-out some types of work has created career structures where none existed before: computer programmers, for example, are far* **(20)** *working for a specialist such as EDS than they were as obscure number-crunchers in a sausage-making factory.* [4: 12]

TEST 7. Read the text below, In most of lines 1-33, there is one extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, write “correct”, if there is an extra word in the line, write the extra word on your answer sheet.

THE TECHNOLOGICAL DIMENSION OF GLOBALIZATION

1 There have been three technological revolutions in transport and
2 communication costs in modern times. The cost of transporting
3 goods was been lowered enormously in the 19th century by the
4 advent of the steam engine, which was created the railway and
5 steamship. Still hulls for ships and refrigeration further lowered
6 the real cost of ocean transport in late last century, particularly
7 for perishable goods. The telegraph helped too.
8 The second technological revolution lowered hugely by the
9 cost of moving people. It was dominated, in the middle half
10 of the 20th century, by the falling cost of transport by car
11 and airplane thanks to many mass production of such
12 goods and associated services. Ocean freight rates (helped
13 by containerization) and telephone charges also had fallen
14 massively over this period. Between 1920 and 1980, the real
15 charge per tone for ocean freight didn't fell by almost three-
16 quarters and between 1960 and 1980 the real cost of a telephone
17 call from New York to nearest London fell by
18 90 per cent. Meanwhile, between 1930 and 1980 the real cost
19 of air travel fell by 85 per cent.
20 The third and current political revolution in transport and
21 communications technology, beginning towards the sudden
22 end of the 20th century, is digital. Aided by deregulation of
23 telecom markets in many countries, it id being lowering
24 enormously long-distance communication costs and especially
25 the cost of rapidly accessing and processing less knowledge,
26 information and ideas from anywhere in the world. Science has
27 been least among the beneficiaries of the digital revolution,
28 spawning yet another revolution, namely in biotechnology.
29 A side effect of the Internet's expansion is being the growth in
30 the use of the English language. It has been claimed that there
31 are now more people in using English as a second language
32 than there are less people for whom it is a first language. This
33 too is lowering costs of communicating between countries. [9: 18]

TEST 8. Complete the text using the words in brackets in the correct form.
GLOBALIZATION AND MULTINATIONAL COMPANIES

Multinational companies have been subjected to ferocious, often humbling competition in recent years. All to the good: it has made them slim down and spruce up, argues Adrian Woodlridge.

On the face of it, the increasing globalization of business seemed likely to play to the multinationals' (1) ... [STRONG]. They would be able to manufacture their goods wherever they could find the best (2) ... [COMBINE] of price and quality, and distribute them wherever they could discover (or create) a demand. Many pundits predicted that a (3) ... [HAND] of global firms would soon carve up the world between them.

As it turned out, globalization exposed the multinationals' (4) ... [WEAK]. Deregulation and (5) ... [LOW] trade barriers have reduced the value of their carefully cultivated (6) ... [RELATION] with governments and (7)...[EXPENSIVE] accumulated knowledge of local regulatory quirks. It is no longer necessary to be a classical multinational to penetrate global markets, as companies as diverse as Microsoft and Swatch have demonstrated. The spread of modern management techniques means that multinationals no longer have a monopoly of (8) ... [MANAGE] wisdom. An epidemic of pirating, reverse engineering and other forms of (9) ... [INDUSTRY] (10) ... [THIEVE] means that they no longer even enjoy a monopoly of their own ideas. The plummeting price of information technology allows smaller companies to engage in the sort of information (11) ... [PROCESS] and information-dependent innovation that was once a preserve of the giants. Indeed, many of the giants found that their computer systems, expensively installed at the dawn of the information technology age, had become (12) ... [HOPE] anachronisms.

Heavy baggage. The trouble with many multinationals is that they are legacies of a very (13) ... [DIFFER] era. Many grew up in the heyday of command-and-control management, when strategy was made by a tiny elite at the top, work was broken down into its (14) ... [SIMPLE] component parts and workers were monitored by layer upon layer of managers. But today fashion is so fickle and markets so quicksilver that decisions are (15) ... [GOOD] taken by front-line workers rather than by lethargic middle managers.

Above all, most multinationals are a product of the doctrine of "economies of scale" – the idea that (16) ... [PRODUCE] things in ever (17) ... [LARGE] volumes brings down unit costs, so that big companies will do better than small ones. But economies of scale have been declining as techniques such as lean (18) ... [MANUFACTURE] and just-in-time production have shifted the emphasis from size to timeliness, and (19) ... [COMPUTER] production has allowed factories to produce (20) ... [CUSTOM] goods at mass-produced prices.
[4:10]

TEST 9. Complete this text using the words in brackets in the correct form.

MULTINATIONAL COMPANIES HAVE CHANGED THEIR IDEAS

Giant companies generate (1) ... [BUREAUCRACY] bloat; giant factories create

Shop floor alienation; and giant corporations often fail to attract (2) ... [CREATE] workers, or make good use of those they have. The average size of workplace has been falling (3) ... [STEADY] throughout the (4) ... [INDUSTRIAL] world since the late 1960s as large organizations try to break themselves up into (5) ... [SMALL] parts. (6) ... [BAD] still, the (7) ... [STANDARD] products which pour out of large factories are suffering from a double squeeze: fashion-conscious customers (8) ... [INCREASE] want goods tailored to their particular needs, and value-conscious customers are (9) ... [LITTLE] willing to pay a premium price for a (10) ... [GLOBE] brand ...

Yet multinationals are not on their way out. On the contrary, this survey will argue that a period of cut-throat (11) ... [COMPETE] has left them (12) ... [FIT] than they have been for decades. They are mimicking their smaller (13) ... [COMPETE] by shrinking their head offices, removing layers of bureaucracy and breaking themselves up into constellations of profit centres. They are learning to combine economies of scale in product (14) ... [DEVELOP] with (15) ... [SENSITIVE] to local tastes. And they are beginning to use their (16) ... [ABLE] to operate across borders to much (17) ... [GOOD] effect.

Above all, multinationals have changed their ideas about where their (18) ... [COMPETITION] advantage lies. They used to think that their most precious resource was capital, and that the prime task of management was to allocate it in the most (19) ... [PRODUCT] way. Now they have become convinced that their most precious resource is knowledge, and that the prime task of management is to ensure that their knowledge is generated as (20) ... [WIDE] and used as efficiently as possible. [4:11]

TEST 10. Read the text and choose the correct variant from among (a) and (b).

A NEW ROLE FOR LEADERS

In today's world, knowledge and (1) *a) cleverness / b) capability* have become keys (2) *a) to / b) for* success because everything else – product (3) *a) offerings / b) contributions*, marketing strategy, sourcing schemes – is easily acquired or (4) *a) corrected / b) imitated*.

Putting people first, or at least (5) *a) accepting / b) taking* people issues seriously, is more important than ever. But (6) *a) showing b) implementing* high-commitment practices requires a different view of management and competitive advantage. From this perspective, leaders build systems – systems that build distinctive competence and capability and that, because of their internal coherence, are (7) *a) robust b) mighty* even as the competitive (8) *a) location / b)*

landscape and the macroeconomic environment change. These leaders don't necessarily make a lot of business decisions, even decisions about strategy, or worry a lot about financial engineering and restructuring. They make more important decisions about systems for recruiting, motivating, and developing people that, if successful, will **(9) a) provide / b) ensure** the organization has the talent necessary **(10) a) either / b) both** to develop an effective strategy and to execute it. It may seem strange to see the leader's role as being the chief people (or culture) officer, but that is exactly what you will find in organizations that have really achieved profits **(11) a) with b) through** people.

In hindsight, it is relatively straightforward to assess whether or not this effort at

systems architecture has been successful. Some years ago, three colleagues **(12) a) did / b) made** a study of productivity in the worldwide automobile industry over a 40-year period. Using **(13) a) privileged / b) sophisticated** statistical methods, they were able to estimate not only overall productivity growth but also, more **(14) a) specifically / b) specially**, growth **(15) a) for / b) in** labor and capital productivity and the effects of various CEOs' tenures on all this. With one exception, every automobile manufacturer showed the results of a particular CEO's strengths or **(16) a) disadvantages / b) weaknesses**.

As long as leaders recognize the importance of **(17) a) building / b) growing** business success around their people and learn to manage with trust, **(18) a) push / b) encourage** change, and make sure that their measurement systems **(19) a) add / b) contribute** rather than cause problems, organizations of all sizes and in all sectors can accomplish great things. It just requires leaders to focus on what is, after all, their most important **(20) a) asset / b) treasure**. [6: 24]

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