

**Answer all the questions. Please write clearly in blue or black ink. Marks may be deducted if your handwriting is difficult to read.**

**Grammar** (50 marks)

Choose the correct answer to complete the phrases and write the letter in the space provided.

1. Everything is going well. We \_\_\_\_\_ any problems so far.  
A. Didn't have                      B. don't have                      C. haven't had
  
2. \_\_\_\_\_ a car when you were living in London?  
A. Had you              B. Were you having              C. Have you had                      D. Did you have
  
3. You're out of breath. \_\_\_\_\_ ?  
A. Are you running                      B. Have you run                      C. Have you been running
  
4. What was the problem? Why \_\_\_\_\_ leave early?  
A. Had you to              B. did you have to                      C. must you                      D. you had to
  
5. "I've lost one of my gloves." "You \_\_\_\_\_ it somewhere."  
A. Must drop              B. must have dropped                      C. must be dropping                      D. must have been dropping
  
6. You can't stop me \_\_\_\_\_ what I want.  
A. Doing                      B. do                      C. to do                      D. that I do
  
7. I'm thinking \_\_\_\_\_ a house. Do you think it's a good idea?  
A. To buy                      B. of to buy                      C. of buying
  
8. I wish I \_\_\_\_\_ have to go to work tomorrow, but unfortunately I do.  
A. Don't                      B. didn't                      C. wouldn't                      D. won't
  
9. The police officer stopped us and asked us where \_\_\_\_\_ .  
A. Were we going                      B. are we going                      C. we are going                      D. we were going
  
10. Lisa was carrying a \_\_\_\_\_ bag.  
A. Black small plastic                      B. small and black plastic                      C. small black plastic                      D. plastic small black

**English Usage** (60 marks)

For Questions 1-12, read the text below and decide which answer A, B, C or D best fits each space.

**Early European Dolls.**

Dolls have **(0)** A .. as children’s playthings for thousands of years. However, they were **(1)** \_\_\_\_\_ manufactured as toys in large numbers in Germany in the fifteenth century. The centres of the industry were factories at Nuremberg, Augsburg, and Sonneberg. The dolls were primitive and made of wood, clay, rags, and wax. They were dressed in clothes to **(2)** \_\_\_\_\_.. German women of the time.

Soon factories in England, France, Holland, and Italy, as well as Germany, began **(3)** \_\_\_\_\_.. dolls dressed in fashions **(4)** \_\_\_\_\_.. of their respective countries. Another **(5)** \_\_\_\_\_.. of doll, "lady" dolls, were extremely expensive and elegant, and were used as gifts **(6)** \_\_\_\_\_.. the aristocracy. These dolls, and the "fashion" dolls, which were later manufactured in Paris, have remained popular **(7)** \_\_\_\_\_.. since. Such dolls were often used to model the latest clothing trends and were sent from one country to another to show off the latest fashions. Today they are prized collector’s **(8)** \_\_\_\_\_..

By the 17th century, however, **(9)** \_\_\_\_\_.. dolls began to appear, made of cloth or leather, and these were very **(10)** \_\_\_\_\_.. as toys for both boys and girls. There were several improvements in manufacturing. Dolls’ heads became more realistic, and new materials were used. **(11)** \_\_\_\_\_.. in the 18th century manufacturers developed soft leather which **(12)** \_\_\_\_\_.. like human skin, and this was used in the more expensive dolls. Dolls began to look, feel, and move more like humans.

0.	A <u>existed</u>	B been	C used	D sported
1.	A Initially	B Factored	C First	D Final
2.	A resemblance	B be as	C look like	D appear
3.	A production	B produce	C producing	D produced
4.	A clothes	B typical	C brands	D famous
5.	A brand	B make	C breed	D type
6.	A among	B for	C to	D with
7.	A also	B for	C ever	D until
8.	A dolls	B things	C prices	D items
9.	A latest	B cloth	C then	D simpler
10.	A adapted	B suitable	C useful	D utilized
11.	A soon	B before	C early	D when
12.	A resembled	B fits	C covering	D felt

**Comprehension:** (40 marks)

Choose the answers you think fit best according to the text.

## BRITISH MANAGEMENT

According to an article in Management Today, the British manager still stops work for tea. The French managing director of Novotel, the hotel group, tells what happened at his first management meeting when he took over its English operation in 1991:

"The meeting was in the afternoon, and it got to about 3.30 and everyone started looking at their watches. I didn't know what was going on. I turned to my secretary, who was English, and she said that they probably wanted to break for tea. I couldn't understand it. In France we just carry on until we have finished. Now we always break for tea."

I am not sure how many English managers now break for tea. Not that many, I imagine. Twenty years ago it was commonplace. I will never forget a Canadian sales director, pink with fury, telling me at that time how he had been offered tea and biscuits at three in the afternoon in Northampton: "I come three thousand miles, and take three taxis and a damn steam engine into the sticks, and I wanna do business, and this guy gives me a 'nice cup of China tea and a biccyy'. What IS he?" Mind you, this was the same man who in Rome told his Italian agent that the Colosseum would make a nice parking lot.

It is not so much the cup of tea as the pint of bitter that managers from outside Britain find a bar to efficiency. In the article, a German manager tells how when he first took over a job in Britain, he discovered that at lunchtime and especially on Fridays, the majority of his management team left for the pub. He says: "I stopped that right away. Now they are not allowed off the premises. It didn't make me very popular at the time but it is not good for efficiency. There is no way we would do that in Germany. No way."

According to European managers the British are still too concerned with class and status. A German says: "People say that the class system is a hindrance to progress and then two weeks later you overhear them discussing a colleague and saying, 'Well, he is not very well-spoken, is he?'" And another says: "The class gaps translate into big gulfs in the pay league, too. In Germany, I might earn three times more than my secretary. Here it is five times."

Some criticisms are rather like those levelled at Japanese management. For example, talking about status, a Dutch manager says: "A director is God here. They respect him and think that he is right even when he is wrong. It's quite difficult to have an open conversation. People will not say 'I disagree'."

Too great an interest in money is also criticised. A Dutch manager says: "My first impression on coming to Britain was that profit seemed to be the most important thing." And a Frenchman points out the difference between the UK and France: "In France there is no pressure on the bottom line."

The French manager also points out a difference in educational standards: "In France all the secretaries, or personal assistants as we call them, would have degrees. You wouldn't consider recruiting one without a degree. So, that means you can delegate much more to the secretaries in France. In the UK you cannot do that so much."

1. In the middle of the afternoon

- A. everyone checked their watches.
- B. hinted that it was teatime.
- C. took a break.
- D. noticed it was 3.30.

2. In the past

- A. managers usually had a teabreak.
- B. offered visitors China tea.
- C. wasted a lot of time drinking tea.
- D. drank a lot of tea.

