

## ***Text I***

Nobody actually wants to hurt the feelings of others but, as business becomes ever more international, it is increasingly easy to get it wrong. There may be a single European market but it does not mean that managers behave the same in Greece as they do in Denmark.

In Many European countries handshaking is an automatic gesture. In France good manners require that on arriving at a business meeting a manager shakes hands with everyone present. This can be a demanding task and, in a crowded room, may require great efforts if the farthest hand is to be reached.

Handshaking is almost as popular in other countries - including Germany, Belgium, and Italy. But Northern Europeans, such as the British and Scandinavians, are not quite so fond of physical demonstrations of friendliness.

In Europe the most common challenge is not the content of the food, but the way you behave as you eat. Some things are just not done. In France it is not good manners to raise questions of business over the main course. Business has its place; after the cheese course. Unless you are prepared to eat in silence you have to talk about something -something, that is, other than the business deal which you are continually thinking about.

In Germany, as you walk sadly back to your hotel room, you may wonder why your apparently friendly hosts have not invited you out for the evening. Don't worry, it is probably nothing personal. Germans do not entertain business people with quite the same enthusiasm as some of their European counterparts.

The Germans are also notable for the amount of formality they bring to business. As an outsider, it is often difficult to know whether colleagues have been working together for 30 years or have just met in the lift. If you are used to calling people by their first names this can be a little strange. To the Germans, titles are important. Forgetting that someone should be called Herr Doctor or Frau Direktorin might cause serious offence. It is equally offensive to call them by a title they do not possess.

These cultural challenges exist side by side with the problems of doing business in a foreign language. Language, of course, is full of difficulties - disaster may be only a syllable away, But the more you know of the culture of the country you are dealing with, the less likely you are to get into difficulties. It is worth the efforts. It might be rather hard to explain that the reason you lost the contract was not the product of the price, but the fact that you offended your hosts in a light-hearted comment over the wine served. Good manners are admired but they can also make or break the deal.

### **SPMB-03-51**

The topic of the text is \_\_\_\_.

- A. managers in international businesses
- B. different meanings of handshaking
- C. how to address business colleagues
- D. business customs in Europe
- E. how to behave during business meals

### **SPMB-03-52**

Which of the following statements is NOT TRUE about handshaking?

- A. It is uncommon in conducting business in Europe.
- B. In Scandinavian countries people are not expected to shake hands.
- C. Unlike Englishmen. Germans show friendliness by shaking hands.
- D. In France, it is considered impolite not to shake hands.
- E. In England, handshaking is not very popular.

### **SPMB-03-53**

As business has become more international, \_\_\_\_.

- A. all managers should behave in the same way
- B. it is easy for people to make mistakes
- C. countries should maintain their different customs
- D. it is important to have a standardized custom
- E. business dealings are based on many new customs

### **SPMB-03-54**

A noticeable cultural difference in one of the European countries is \_\_\_\_.

- A. talking about business over lunch
- B. discussing food at business dinner
- C. addressing people by their titles
- D. complaining about different customs
- E. showing hospitality to business associates

### **SPMB-03-55**

A businessman might fail in doing business overseas because he \_\_\_\_.

- A. ignores the culture of the host county
- B. does not speak the language of his counterpart
- C. knows too much about the other culture
- D. insists on the acceptance of his product price
- E. adapts himself to the cultural environment

## ***Text II***

Good ideas often start with a really silly question. Bill Bowerman was making breakfast one day. As he stood there making waffle for his son, he wondered what would happen if he poured rubber into his waffle iron. So, he tried it and the result looked something like the bottom of most sports shoes we see today. Still, when he took this idea to several existing shoe companies he was literally laughed at. In fact, every single company turned him down. Though rather disappointed, Bowerman was determined and went on to form his own company, making NIKE athletic shoes,

**SPMB-03-56**

The text tells us about \_\_\_\_\_ .

- A. how meaningless silly questions really are
- B. what Bowerman's son did for the Nike shoes
- C. the process of making waffles for breakfast
- D. the unexpected result of Bowerman's experiment
- E. the first production of the bottom of sports shoes

**SPMB-03-57**

It can be concluded from the text that \_\_\_\_\_ .

- A. inventions often occur during breakfast
- B. Nike shoes are the first sports shoes
- C. Bowerman did all the household chores
- D. a waffle iron became a tool in making shoes
- E. curiosity can lead to a great invention

***Text III***

In the last few thousand years many civilizations have risen to a high level of development and then collapsed. As far as we know none of them had such a sophisticated technology as we developed, but nevertheless they produced remarkable and long lasting artifacts, such as the great pyramids and the sphinx of Egypt, the arch at Ctesiphon and the extraordinary stone constructions of Middle America. The civilization of Knossos in Crete even had plumbing on the third floor. Some of these civilizations were destroyed by barbarian invasions, others by earthquakes, fires or other disasters and some in Mexico apparently collapsed purely as a result of the irreversible growth of top heavy bureaucracy. In all of them, however, their collapse has had a central cause, which was the run down or degeneration of the overall motivation, spirit, or ethos of the social system.

**SPMB-03-58**

The general reason for the collapse of all these ancient civilizations is \_\_\_\_\_.

- A. their inferior technology
- B. barbarian invasions
- C. the growth of bureaucracy
- D. natural disasters
- E. the degeneration of the social system

**SPMB-03-59**

The topic of the paragraph is \_\_\_\_\_.

- A. the development of world civilization
- B. sophisticated technology in ancient civilization
- C. the fate of civilization in ancient times
- D. examples of some ancient advanced civilizations
- E. the differences in world civilizations

***Text IV***

Most people who have a sweet tooth consume the equivalent of 20 teaspoons of sugar a day. For the (60) person, there's nothing wrong with sugar by itself, unless all the sweet foods in your daily diet are keeping you from eating and drinking the (61) foods you need. (62) for people who are trying to lose weight, or have to watch their blood sugar because of diabetes, too much sugar can be a problem. That is where artificial sweeteners can come in handy. These low-calorie sweeteners, reports the International Food Information Council, are (63) to use, provide sweetness without calories, and provide a choice of sweet food. The (64) artificial sweeteners include acesulfame potassium, aspartame, sucralose, d-tagatose and saccharin.

**SPMB-03-60**

- A. sensitive
- B. unhealthy
- C. average
- D. special
- E. common

**SPMB-03-61**

- A. nutrient
- B. nutrition
- C. nutritionist
- D. nutritious
- E. nutritiously

**SPMB-03-62**

- A. And
- B. But
- C. So
- D. As
- E. Thus

**SPMB-03-63**

- A. safe
- B. good
- C. harmful
- D. applicable
- E. careful

**SPMB-03-64**

- A. approve
- B. approval
- C. approving
- D. approved
- E. approvingly

**TATA BAHASA**

**SPMB-03-65**

Either the management or the education system of our Institute \_\_\_\_\_ to be reviewed to increase the number of graduates next year.

- A. that needs
- B. to need
- C. needs
- D. needing
- E. they need

**SPMB-03-66**

'Did you get the cheap second-hand computer advertised in the newspaper?'

'No luck. It \_\_\_\_\_ when I called them.'

- A. had been sold
- B. has been sold
- C. is being sold
- D. were sold
- E. is sold

**SPMB-03-67**

All new students at this university are required \_\_\_\_\_ an English proficiency test.

- A. taking
- B. having to take
- C. take
- D. will take
- E. to take

**SPMB-03-68**

As I was talking to a client when my phone rang, I had \_\_\_\_\_.

- A. to answer the call
- B. answering the call
- C. asked to answer the call
- D. answered the call
- E. my secretary answer the call

**SPMB-03-69**

'I'd like to book three standard rooms for next week, please.'

'I'm sorry. Sir, our hotel \_\_\_\_\_ until the end of the month.'

- A. it is fully booked
- B. we book it fully
- C. is fully booked
- D. booking it fully
- E. to be fully booked

**SPMB-03-70**

'I've lost a lot of money by investing it in your friend's business/ 'I'm sorry, you \_\_\_\_\_ about his business.'

- A. had better consult me
- B. should have consulted me
- C. would rather consult me
- D. must have consulted me
- E. ought to consult me

**SPMB-03-71**

'What can we do to improve our employees' skills?'

'\_\_\_\_\_ them more training is the first what we can do.'

- A. Giving
- B. We give
- C. To give
- D. To be given
- E. It is giving

**SPMB-03-72**

Impressed by the performance of the new student,

- A. he became chairman of the class
- B. the class needed him as chairman
- C. a chairman of the class was appointed
- D. the teacher appointed him chairman of the class
- E. the class had a new energetic chairman

**SPMB-03-73**

'Had the company been fair in giving bonuses, the employees would not have gone on strike.'

'From the above sentence we may conclude that \_\_\_\_\_.'

- A. the employees are still going on strike
- B. the company gave the employees fair bonuses
- C. the employees were not given bonuses at all
- D. the company has lost many employees
- E. the employees were very dissatisfied

**SPMB-03-74**

Neither the hotel facilities \_\_\_\_\_ ensure a comfortable stay for the guests. \_

- A. and also its services
- B. nor its services
- C. and not its hotel services
- D. or its hotel services
- E. both its hotel services

**SPMB-03-75**

Mr. Sulaiman is a prominent figure among Indonesian scientists; moreover, people know him as \_\_\_\_\_ person.

- A. an arrogant
- B. a strict
- C. a proud
- D. a tough
- E. a sociable