

## 历年 SHL 笔试真题

## SHL Numerical 部分

1.

| Company | Annual Profits(£) | Cost to Buy(£) | Number of Employees |
|---------|-------------------|----------------|---------------------|
| A       | 20,000            | 18,000         | 5                   |
| B       | 26,000            | 25,000         | 5                   |
| C       | 21,000            | 20,000         | 8                   |
| D       | 30,000            | 30,000         | 12                  |

Q1 Which company has the highest annual profit per employee?

A.a B.b C.c D.d

Q2 If the profits per employee remain the same, how many extra employees would

Company B have to recruit to achieve annual profits of £39,000?

A.6 B.3 C.12 D.4

Q3 If an investor purchased Company B, and the profits for each company stayed the same, how much money would the investor have made after two years?

A. £27,000 Profit B. £2,000 Loss C.2,700 Profit D.52,000 Profit

2.

| Country       | Population in 2000 (Millions) | Predicted Population in 2050 (Millions) |
|---------------|-------------------------------|---|
| China         | 1,289                         | 1,394                                   |
| India         | 1,069                         | 1,628                                   |
| United States | 288                           | 432                                     |
| Indonesia     | 220                           | 316                                     |
| Brazil        | 176                           | 221                                     |
| Pakistan      | 149                           | 349                                     |
| Bangladesh    | 147                           | 255                                     |
| Russia        | 147                           | 119                                     |
| Japan         | 128                           | 101                                     |

Q1 What would be the approximate population of Indonesia in 2025 if it was to rise by 20% from the 2000 figure?

A.220million B.242million C.264million D.316million E.379million

Q2 What is the predicted increase in the combined population of India, Pakistan and Bangladesh?

A.559million B.759million C.867million D.1109million E. None of these

Q3 What approximately would be the population of India in 2030 if it were to rise by 10% in each decade?

A.1,176million B.1,293million C.1,390million D.1,423million E. 1,565million

Q4 The predicted population drop is proportionally greater for Japan than Russia

A. True

B. False

C. Not possible to say

3.

| World Fossil Fuel Regulation |  |  |  |
|------------------------------|--|--|--|
| UK Coal Energy               |  |  |  |
| UK Mines                     | Extraction<br>(1000s tonnes)<br>Per year | Electricity<br>production<br>per kg(units) | Remaining coal<br>(millions of tonnes) |
| Folen                        | 46,324                                   | 17   | 68.27                                  |
| Dirme                        | 34,953                                   | 12.3                                       | 70.95                                  |
| Ilit                         | 74,036                                   | 14.2                                       | 62.73                                  |
| Ryken                        | 13,684                                   | 21   | 61.02                                  |
| All others                   | 383,306                                  | 14.7                                       | 82.63                                  |

-1 tone=1,000 kilograms

-An average UK household utilizes 4.5 units of electricity per day

-One unit of electricity is sold for 0.08£

Q1 Which mine can produce the greatest amount of units of electricity before it runs out of coal?

A.Folen

B.Dirme

C.Ilt

D.Ryken

E.All others

Q2 At the continued rate of extraction, in how many years is the coal from the Folen Mine likely to run out?

A.1.5 years

B.3 years

C.4.5 years

D.6 years

E.7.5years

Q3 If there are 22.36 million homes in the UK, approximately how much money in total do UK households pay for their electricity per year? Assume 365 days in a year.

A.£850,000

B.£2.94million

C.£8 million

D.£652million

E.2,938million

4.

| New mellum Retail Outlets |     |            |                   |                          |         |        |        |
|---------------------------|-----|------------|-------------------|--------------------------|---------|--------|--------|
| Staff                     |     |            |                   | Cost to Company per item |         |        |        |
| Type                      | No  | Dress code | Purchase Quantity | Trousers                 | Suits   | Shirts | Shoes  |
| Office                    | 212 | Admin      | 1-10              | £13.54                   | £137.65 | £7.67  | £32.35 |
| Sales                     | 64  | Admin      | 11-25             | £8.64                    | £112.35 | £5.23  | £28.64 |
| Senior                    | 16  | Admin      | 26-50             | £8.26                    | £98.34  | £4.25  | £23.65 |
| Delivery                  | 33  | Operation  | 51-99             | £7.64                    | £85.64  | £4.05  | £20.32 |
| Warehouse                 | 112 | Operation  | 100+              | £7.49                    | £76.15  | £3.26  | £18.64 |

\*Operation workers are only entitled to shirt, trousers and shoes.

Admin workers are only entitled to suits with shoes.

Q1 If all staff, both operations and admin, were required to wear shirts, trousers and shoes, how much would this cost the company?

A.£4,698

B.£12,843

C.£18,648

D.£27,364

E.£33,615

Q2 How much money would the company save if delivery staff and warehouse staff wore the same uniform and their purchases could therefore be combined?

A.£136.95 B.£223.41 C.£346.5 D.£432.96 E.£516.85

5.

| KQX Delivery Services(Vehicle Kilometres by Mouth) |         |        |        |        |        |        |        |
|--|---------|--------|--------|--------|--------|--------|--------|
| Deport   | Month 1 | Month2 | Month3 | Month4 | Month5 | Month6 | Totals |
| Asquith Crescent                                   | 980     | 1,004  | 614    | 1,504  | 974    | 1,016  | 6,092  |
| Truly Gardens                                      | 1,260   | 644    | 992    | 1,050  | 1,642  | 1,118  | 6,076  |
| Totals   | 2,240   | 1648   | 1,606  | 2,554  | 2,134  | 2,134  | 12,790 |

Q1 If Asquith Crescent's maintenance costs per kilometer is Euro 0.10 less than Truly Gardens, and if Truly Gardens costs were Euro 450.8 in Month 2, what were the maintenance costs for Asquith Crescent in Month 2?

A.Euro 368 B.Euro 584 C.Euro 588 D.Euro602 E.Euro902

Q2 If the maintenance cost per kilometer is Euro 0.70, what was the difference in maintenance costs between Asquith Crescent and Truly Gardens in Month 5(to the nearest whole Euro)?

A. Euro 71 B. Euro252 C. Euro265 D.Euro 318 E. Euro468

6.

| USA Gross Domestic Product         | 2000    | 2001    | 2002      | 2003      |
|------------------------------------|---------|---------|-----------|-----------|
| Total GDP( \$ million)             | 953,300 | 996,800 | 1,048,500 | 1,106,000 |
| GDP Per head( \$ )                 | 16,200  | 16,800  | 17,600    | 18,400    |
| GDP Growth Per head (%)            | 3.5     | 3.7     | 4.8       | 4.5       |
| Unemployment Rate (% of workforce) | 4.6     | 4.8     | 4.2       | 4.7       |

Q1 What was the increase in USA population between 2000 and 2001?

A.43,500 B.247,615 C.487,645 D.602,952

Q2 How many unemployed people were there in 2001 given that the workforce was 71% of the population?

A.1.77 B.1,776,493 C.1,776 D.2,505,100

Q3 As a percentage, what was the change in GDP Per head between 2000 and 2003?

A.13.6% B.1.0% C.11.9% D.5.8%

7.

|          | 2003 |        | 2004 |        |
|----------|------|--------|------|--------|
|          | UK   | France | UK   | France |
| Graduate | 124  | 110    | 136  | 112    |

|                    |     |     |     |     |
|--------------------|-----|-----|-----|-----|
| Engineer           | 180 | 165 | 195 | 170 |
| Senior Engineer    | 275 | 230 | 300 | 241 |
| Associate Engineer | 421 | 300 | 461 | 417 |
| Partner            | 738 | 691 | 798 | 706 |

Q1 What was the difference between total travel expenditure in the UK and total travel expenditure in France for 2004?

A.243                      B.218                      C.628                      D.Cannot Say

Q2 If in 2003, there were 64 Partners in the UK and 264 in France, how much more was spent on Partner travel in France?

A.35,188                      B.135,192                      C.614,617                      D.148,341

Q3 If in the UK in 2004, there are 62 Graduates, 104 Engineers, 48 Senior Engineers, 38 Associate Engineers and 16 Partners, which group has the largest total travel expenditure?

A.Engineers                      B.Senior Engineers                      C.Associate Engineers                      D.Partners'

## 答案：

1. Q1. B      Q2. B                      Q3. A

2. Q1. C      Q2. C                      Q3. D    Q4. A

3. Q1. D      Q2. A                      Q3. E

4. Q1. E    Q2. B

5. Q1. D      Q2. E

6. Q1. C      Q2. B                      Q3. A

7. Q1. D      Q2. B                      Q3. A

## SHL Verbal 部分

### Question 1.

Last week, the competition commission outlined two packages to regulate the sale of extended product warranties, which provide repair/replacement for faulty goods beyond the manufacturer's original guarantee. Whilst warranty sales are currently highly profitable, with some retailers attributing up to ¾ of their profits to this income stream, they are also criticized for offering poor value for money due to obscure clauses, which restrict payment in many, but the most unlikely claim scenarios. The first package-to ban retailers selling a full warranty on the day of purchase was condemned by all as draconian- whilst the other, rather milder, option of forcing retailers to provide full information on warranty exclusions and an obligatory 60-day "cool-off" period for customers, received a more balanced hearing.

Because no one believes that the first option will ever be implemented, investors and analysts have focused more closely on the implication of the "milder" package. In a recent leaked research note, one analyst suggested that the implementation of the reform in the second package would place a staff-training burden on the retailer, which would lead to a significant increase in the cost of warranty sales, and a predicted 20% fall in actual sales.

1. "Cool-off" periods are not currently offered by companies selling product warranties. T
2. It is likely that neither package will be implemented. C
3. Preventing retailers from selling warranties on the day of purchase of a product was felt to be too severe a restriction. T

### Question 2.

Whilst having similar effects on employees, there tend to be major difference between a merger and an acquisition. In an acquisition, power is substantially assumed by the new parent company. Change is often swift and brutal as the acquirer imposes its own control systems and financial restraints. Parties to a merger are likely to be evenly matched in terms of size, and the power and cultural dynamics of the combination are more ambiguous, integration is a more drawn out process.

During an acquisition, there is often more overt conflict and resistance and a sense of powerlessness. In mergers, because of the prolonged period between the initial announcement and full integration, uncertainty and anxiety continue for a much longer time as the organization remains in a state of limbo.

1. There tends to be a major power difference between parties in an acquisition. T
2. Mergers and acquisition tend to have distinctly different impacts on employees. F
3. Mergers yield a shorter period of anxiety and uncertainty amongst employees. F

### Question 3.

There is no doubt that vegetarian food can be healthier than a traditional diet – indeed, research has demonstrated that vegetarians are less likely to suffer from heart disease and obesity than those who eat meat. One long-standing concern about a vegetarian lifestyle is the risk of failing to take in enough protein. However, historical calculations as to the amount of protein needed for a healthy lifestyle have recently been shown to overestimate the quantities needed, and if vegetarians select their food carefully they should be able to meet their protein needs.

1. A balanced diet is more likely to promote health than any particular food or food group in isolation. C
2. Too much protein in the diet can lead to heart disease. C
3. Over time the recommendations as to what constitutes a healthy balanced diet have changed. C

Question 4.

Short-sightedness is to a large extent inherited, its incidence varies from one family to another. The reason behind the link between the common incidence of short-sightedness and high intelligence is unclear. Previous generations thought that eyes could become strained by years spent poring over books, but a few decades ago the popular medical view was that short-sighted people gravitated towards the library because they found it hard to excel at sports. Recently there has been partial support for a theory that high intelligence and short-sightedness may, in fact, be part of a genetic package.

1. The genetic link between intelligence and short-sightedness has recently been disproven. F
2. People from all families stand at an equal chance of being short-sighted. F
3. Intelligence is to a large extent inherited. C

Question 4.

Private airline companies have always been determined to operate a transport system that is safe for passengers, whilst still remaining competitively priced and commercially viable. However, a private sector business can only remain viable if it generates profits for its shareholders. Recent reports suggest that if all aircrafts were fitted with military derived ground-to-air missile defense system, and at all airports there was infallible screening for weapons and explosives then the system would be much safer. However, totally effective screening would preclude all possibility of profit, and current systems are still very thorough, whilst also providing a good cost-benefit ratio.

1. Military aircraft are safer than commercial craft. C
2. More effective airline security systems than are currently in use are available. T
3. Current airline security systems provide the best possible mix of cost against benefit. C

Question 5.

The location of a shop operated by a charity in an affluent neighborhood could be deemed extremely advantageous because this increases the potential for a continuous supply of highly valuable donations. However, this may be counterbalanced by an exorbitant rent for the property. Of fundamental importance to the success of the shop is a dedicated group of volunteers who should sort through donations promptly to ensure that items are quickly made available for purchase, in order to promote financial prosperity. Volunteers and staff must be vigilant of thieves, to which these shops are particularly susceptible, usually due to a lack of security cameras or bar codes on the item.

1. The only factor affecting the financial success of a shop operated by a charity is its location. **F**
2. Shops operated by charitable organizations are particularly vulnerable to shoplifter if there are no security cameras or bar codes on items. **T**
3. It is less likely that shops operated by charities which are situated in affluent neighborhoods will have volunteers who are more dedicated, than those in less wealthy neighborhoods. **C**

#### Question 6.

Financial fraud is a crime of growing significantly. In 2003, 8% of reported business-related crimes were fraud, averaging \$35000 in losses. By 2005, whilst financial fraud was found to be the sixth-most frequent crime, it was the third-highest concern amongst business leaders. Researchers found that, globally, internet-based fraud was rising dramatically in 2005. The main reasons for fraud included poor supervision and lack of proper division of duties, inadequate control of access to system, and poor authorization controls. Internal detective measures uncovered less than half of the cases, with an increasing number of cases being discovered by accident. One third of the cases were committed by managerial-staff, while half were committed by non-managerial staff.

1. Detective methods were operating very effectively in 2005. **F**
2. Over half of all cases of fraud in 2005 were discovered by accident. **C**
3. Business leaders are more concerned about financial fraud than before because of the growth of the Internet. **C**

#### Question 7.

Workers are becoming increasingly concerned about company relocation due to its association with employee distress and isolation, which can be caused by issues such as the management of property transitions and loss of community ties. Furthermore, moving home can put a strain on worker's financial resources and close relationships, especially for those working parents who may feel guilty about moving children to new schools. Regardless of the disruption created, some individuals are very willing to relocate, due to the potential for enhanced career prospects and long-term financial stability.

1. Some people may feel guilty about the consequences of relocating. T
2. Company relocation has increased. C
3. The potential benefits of job relocation are seen, by some, to be worth the associated distress and strain. T

Question 8.

One of the great paradoxes of entrepreneurship is that entrepreneurs must develop the capacity to engage the urgent with the emergent. Routine pressures force us to allow the urgent to dominate us, quarterly reports, market share, and tangible return on investment become paramount in this paradox, emergent (strategic) issues are often lost.

The urgent presents itself in tangible shape and form, whereas the emergent is subtler in its appearance. Entrepreneurs need to pre-sense emergent reality, thus they require more than ordinary attentiveness. However, information consumes the attention of the recipient, and urgent information is by nature more demanding of attention than emergent. Yet it is an awareness of the emergent that frequently distinguishes the successful leader, the individual who can see through the reactive demands of day-to-day urgency to act rapidly upon the emergent trends that, if capitalized upon, can ensure commercial triumph. One way of ensuring time to identify the emergent is to make time for reflective moments in work life in order to restore the quality of attentiveness and see through the fog of the immediate.

1. It is easier to spot an emergent trend than an urgent issue. F
2. The present tends to be governed by the immediate demands. T
3. It is easy to lose sight of the strategic issues given the demands that immediate issues make. T

Question 9.

Communication technologies are far from equivalent. A recent study comparing honesty across a range of different media revealed that people were twice likely to tell lies when using the phone than when communicating via email. It had previously been assumed that people would be more inclined to fabricate the truth when using email, due to the remoteness of the interaction making people more comfortable about deceiving others. On the contrary, it seems that anxiety over the recording of email exchanges induces greater truthfulness. However, the research also noted that people are much more likely to be rude or insulting over email, outweighing any benefits of increased honesty!

1. An implication of the study is that if telephone conversations are recorded and people are aware of this fact, they are likely to be more truthful over the phone. T
2. People are unconcerned about the repercussion of e-mail untruths. F
3. It had been assumed that people would communicate more honestly when using e-mail than when using the telephone. F



Question 10.

A superficial consideration (表面上考虑) of biotechnology will commonly present an impression of ethical neutrality (中立). On the contrary, however, it is closely related to the frequently conflicting values and aspirations (强烈的愿望) of society. Genetically modified food (转基因食品) is a particularly good example, presenting the potential to bear more resilient and nutritious crops (弹性有营养的作物), and thus contribute to the fight against world hunger, while simultaneously raising concerns regarding its long-term effects and environmental ethics. It is this ethical and scientific controversy (争论) that ultimately led to the rejection(拒绝)of genetically modified food in Europe.

1. Genetically modified food could help nations to fight starvation. **T**
2. The debate surrounding the ethics of genetically modified food contributed to its
3. rejection in some countries. **T**
4. The risk genetically modified food outweighs the potential benefits. **C**
5. The European population is more concerned with the environmental ethics of genetically modified food than other societies. **C**

Question 11.

Increasingly psychotherapy (心理疗法) is being shown in relevant studies to be an effective form of treatment for mental disorders (心理失常) in its own right, despite frequent claims that evidence for its effectiveness in number of serious disorders is almost totally lacking. Moreover, studies have suggested that a combination of psychotherapy and appropriate medication may lead, in the case of at least some identifiable mental disorders, to significantly better outcomes compared to those in which medication is applied without the support of psychotherapy. This provides support for mental (心理) health professionals to consider psychotherapy when deciding on the treatment of patients suffering from mental disorders.

There are conditions for which the combination of psychotherapy and medication does

1. not improve the outcome in comparison to the use of medication alone. **C**
2. It cannot be concluded that psychotherapy can be as effective as medication in the
3. treatment of every form of mental disorder. **T**
4. Psychotherapy, often combined with medication, is used more and more by mental health professionals. **C**
5. Unless combined with psychotherapy, medication is rarely effective in the treatment of mental disorders. **C**

Question 12.

For many years, manufacturing practices remained devoid (缺乏) of innovation. That is, until the mid-1990s, when trends in modern manufacturing created a virtual revolution. This was driven by economic survival, global competition and rapidly changing customer markets. These external forces led to the introduction of production methods such as just-in-time inventory control, advanced manufacturing technology, and integrated manufacturing systems. These practices meant that manufacturers could remain responsive to market conditions and produce items which met customers' needs. However, these new innovations have not necessarily meant that the quality and durability (耐久性) of products have improved.

1. All manufacturers have introduced new production practices to survive. **C**
2. Introducing just-in-time inventory control is the best way to remain responsive to market demands. **C**
3. Manufacturers who do not take up modern manufacturing methods will not
4. automatically produce inferior items. **C**

#### Question 13.

In general, the longer a customer stays with a company, the more that customer is worth. Long term customers buy more whilst costing less to service; they take up less of a company's time and are less sensitive to price. They are also more likely to bring in other new customers. Senior managers usually gauge company performance on the basis of cash flow and profit. They rarely study the statistic that reflects how much real value the company is creating - customer retention (保留).

1. Long-term business success depends mainly on customer retention. **C**
2. Senior managers pay due attention to customer retention. **F**
3. Long-term customers purchase fewer goods than newer customers. **F**
4. Raising prices will tend to affect new clients more than existing ones. **T**

#### Question 14.

Crude (天然) oil from regions around the Dead Sea was used as early as 1000 BC for ancient Egyptian Mummification (木乃伊化), but it wasn't until 1853 that the process of oil distillation (蒸馏) was discovered and we saw the advent (出现) of the modern history of oil. The first oil mine was constructed the following year. Oil quickly took over from coal (煤) as the world's principal fuel in the mid-1950s. Oil is now used to run the vast majority of vehicles and is a key ingredient (原料) in many chemicals used in industry. However, concerns have been raised that as oil is a limited resource, its usage as an economically viable energy source will eventually come to an end. There is also worry that using and treating oil has major impacts upon the environment, like the carbon dioxide released when it is burnt and the contribution of this to global warming.

1. Oil is the only used as an energy source. **F**

2. The treatment and use of oil may be bad for the environment. T
3. The process of oil distillation was used in ancient times. F

Question 15.

Off-shoring (外包) has been adopted by banks and other financial organizations in the West since the 1989's, but it is only in recent years that it has become popular in other industry sectors as its financial benefits over more local outsourcing (外包) have become recognized. Evidence indicates that off-shore(离岸的, 国外的) workers have a lower incidence (发生率) of failure and cost less to employ than workers based locally. Off-shore workers need less financial rewards and become more competent (有能力) than local workers in a shorter space of time.

1. Off-shoring has only been adopted in recent years. F
2. In the west, off-shoring was the main method used for banking organisations out-sourcing their work in the 1989's. C

Question 16.

Until 1995, the use of bicycles has remained virtually (几乎) static for many years. However, in recent years the number of people using bicycles has grown with increasing pressure from environmentalists, transport agencies and health officials. The trend has been to produce more fashionable bicycles in a variety of styles, lighter cycles, and more comfortable cycles. The diversity of models has increased enormously, though their general shape has not changed Radically (从根本上) .

1. There has been an increasing pressure from transport agencies to use bicycles. T
2. There is now a greater diversity of bicycles available than before 1995. T

Question 17.

Most companies involved in manufacturing and heavy industry have to manage environmental problems created by past activities, either of their own or a predecessors' (前任) making. In some cases, the practices that led to these are no longer acceptable. Much of the industrial Contamination (污染) of soil does not pose an immediate hazard (危害) , as long as the property (财产所有权) is left undisturbed. Contamination that is an immediate threat to people and the environment, such as contaminated ground water, has to be cleaned up in most countries as a matter of law, with the company responsible bearing the cost.

1. In most countries, litigation (诉讼, 起诉) draws a distinction between long and short-term hazards to environment. C
2. Acceptable practices have led to environmental problems. C
3. Contaminated land has to disturbed before it poses an immediate threat to people. F

Question 18.

"The Centre aims to reduce its carbon dioxide emissions by 20% below 2001 levels by 2010, and a significant contributor to this target will be the improved energy efficiency of buildings. At the same time, the government are aiming to have 10,000 MW installed CHP capacity by 2010.

A Combined Heat and Power (CHP) unit is best suited to increase energy efficiency of the Centre. This would serve the heating demand for both the domestic hot water system and the swimming pool, but would not be suited to space-heating requirements."

1. The only way to reach the carbon emissions target is by improving the energy efficiency of buildings. **F**

( "A significant contributor to this target will be the improved energy efficiency of buildings" . Not the only way. )

2. The Centre is improving energy efficiency because the government have imposed legal obligations to do so. **C**

(No mention of legal obligations is made in the text. )

3. A Combined Heat and Power unit alone will not be able to provide all the heating requirements for the Centre. **T**

( "This would serve ... but would not be suited to space heating requirements" )

#### Question 19.

"Enticing people to choose a bus over their car is difficult. Governments have tried by improving the comfort and frequency of public transport. However, this has little effect because people value their cars too highly. Public opposition to governmental action on car use has already been demonstrated through the petrol blockade.

The most likely solutions are ones that retain the most driver-convenience, whilst retaining low cost. A popular suggestion is to improve public transport so personal cars are needed less. This can be gradually implemented alongside existing traffic and uses existing road systems."

1. Government believes that by increasing the comfort of buses, more people will use them. **T**

( "Government have tried [enticing people to choose a bus over their car] by improving the comfort...of public transport" )

2. In the past, governmental actions have resulted in a petrol blockade. **T**

( "governmental action on car use has already been demonstrated through the petrol blockade" )

3. If buses were more frequent and had lower prices, more people would use them. **C**

(A suggestion is to improve public transport, but there is no way of telling if this would

make more people use them.)

Question 20.

"The project was ambitious in its size, complexity, triparty nature, and in its pioneering of the Private Finance Initiative. This difficulty was unavoidable and contributed to the project' s failure. However, a more prudent estimation of the unknown difficulties and timescales would have enabled the Department to better prepare for the project, and increase its chance of success.

In December 1997 XSoft indicated they needed more time to complete the project, which should have been inevitable. If the Department knew from the start how long the project would take, it is questionable whether they would have considered inception; especially considering the implications of delay on overall profitability for the venture " .

1. If more care had been put into estimating the difficulties, it is less likely the project would have failed. T

( "a more prudent estimation of the unknown difficulties...would...increase its chance of success" )

2. XSoft withheld information from the Department regarding how long the project would take. C

(We are told XSoft requested more time, but the passage does not tell us if XSoft ever withheld time information.)

3. The Department' s profits were dependent upon how long the project took. T

(We are told that there are "implications of delay on overall profitability for the venture" .)

Question 21.

"Ever since the gun' s invention it has been changing the world in many different ways. Many of theses changes have been brought about by man' s desire to protect themselves, and the challenge of inventing bigger and more accurate weapons.

Each time there has been a major innovation in the development of the gun, there has been a profound effect on the world. The gun helped in the exploration of the world, it has also helped in the development of society as we know it."

1. The gun was invented because the human race needs to protect themselves. C

The passage does not say how or why the gun was invented. It does say that some changes to the gun' s design have been because humans want to protect themselves.

2. Guns are the reason our society is the way it is today. F

The gun "has also helped in the development of society as we know it" . The "help" implies it is not the only contributor.

3. Financial incentives had no part to play in the development of the gun. **C**

The passage does not mention financial incentives, so we cannot tell.

**Question 22.**

“The first problem with financial statements is that they are in the past; however detailed, they just provide a snap shot of the business at one moment in time. There is also a lack of detail in financial statements, giving little use for the running of a business. Financial statements are provided for legal reasons to meet with accounting regulations and are used largely by city analysts who compute share prices and give advice to shareholders. Accounts often have hidden information and may also be inconsistent – it is difficult to compare different companies’ accounts, despite there being standards, as there is much leeway in these standards” .

1. Financial statements tell analysts what is going to happen to a business in the future. **F**

The financial statement does not say what will happen in the future “they are in the past” . An analyst may be able to predict what will happen, but not the statement itself.

2. Companies create financial statements as part of their legal obligations. **T**

“Financial statements are provided for legal reasons to meet with accounting regulations” .

3. If account-recording standards were changed, it would be easier to compare the performance of different companies. **C**

The passage does not say if it would or would not be easier to compare financial statements from changing the standards.

**Question 23.**

“Brand equity has become a key asset in the world of business. Indeed, some brands are now worth more than companies. Corporations themselves are widely distrusted, whereas peculiarly, brands have the opposite effect on people. Brands are used to humanize corporations by appropriating characteristics such as courage, honesty, friendliness and fun. An example is Dove soap, where a dove represents white, cleanliness and peace. In a sense, rather than the product itself, the image and the idea is the selling point.”

1. Brands have always been an important asset to a company. **F**

The passage says “Brand equity has become a key asset in...” implying it has not always been.

2. Many people distrust corporations. **T**

The passage says “Corporations themselves are widely distrusted” . Widely implies an opinion held by many people, and the opinion held would be one of distrust.

3. People buy Dove soap because they like the idea of peace. **C**

The passage does not say why people buy Dove soap.

Question 24.

Work-related stress is one of the biggest causes of sick leave in the U.K. If you've noticed you always seem to be rushing about, or miss meal breaks, take work home or don't have enough time for relaxation, for your family or for exercise, then you may well find yourself under stress, especially at work. There is often no one single cause of work-related stress, but it can be caused by poor working conditions, long hours, relationship problems with colleagues, or lack of job security. Stress is often the result of a combination of these factors that build up over time. Work-related stress can result in both physical problems, such as headaches, muscular tension, back or neck pain, tiredness, digestive problems and sweating; or emotional problems, such as a lower sex drive, feelings of inadequacy, irritability and lack of concentration. According to recent surveys, one in six of all working individuals in the UK said their job is very stressful, and thirty percent of men said that the demands of their job interfered with their private lives.

1. Stress at work is often caused by relationship problems you're your partner. **C**

This may well be true, but is not stated in the passage. However, relationship problems with colleagues are mentioned.

2. Stress can result in tiredness and a lack of concentration. **T**

Tiredness is listed under physical problems, and lack of concentration under emotional problems.

3. One in six working men said their job is very stressful. **F**

One in six individuals said their job is very stressful. The ratio for men may be even higher.

4. If you spend more time with your family, you will not suffer from stress. **C**

One in six individuals said their job is very stressful. The ratio for men may be even higher.

Question 25.

U3b Networks (short for the "Underprivileged three billion" who lack internet access) is a new company on Jersey set up by Greg Wyler, former owner of Rwanda's national telephone company. He intends to provide cheap, high-speed internet access to remote areas in developing countries, especially in Africa where fast telecommunication links do not reach the interior. Mr. Wyler plans to charge \$500 per megabit per month, compared with \$4,000 using existing satellite systems. Mr Wyler has so far raised €40m from investors, but this seems like a risky investment in these turbulent economic times, especially as billions were lost on similar projects a decade ago. So why are they investing in the hope of finding customers in the world's poorest regions? The reason is that previous projects were over-ambitious and set out to provide global coverage, whereas U3b's project is far less ambitious and its services will only be available to a ribbon around the equator, covering most developing countries. It will initially use just five satellites circling 8,000km above the equator.

1. There are three billion households in the world without internet access. **F**

As the name O3b Networks (short for the “other three billion” who lack internet access) suggests, there are estimated to be three billion in developing countries who lack internet access.

2. The satellites for the project will cost €8m each. **C**

There is no information to tell us the cost of each satellite. All we know is that the amount raised so far is €40m. The final cost may be much more and will not just include the cost of satellites.

3. Most developing countries lie close to the equator. **A**

We are told the ‘services will be only be available to a ribbon around the equator, covering most developing countries.’

#### Question 26.

We have all heard about bullying in schools, but bullying in the workplace is a huge problem in the U.K. which results in nearly 19 million days of lost output per year and costs the country 6 billion pounds annually. Workplace bullying is the abuse of a position of power by one individual over another. Otherwise known as harassment, intimidation, aggression, coercive management and by other euphemisms, bullying in the workplace can take many forms involving gender, race, age or some other less definable reasons. In a nutshell, workplace bullying means behavior that is humiliating or offensive towards some individual. This kind of bullying can range from violence to less obvious actions like deliberately ignoring a fellow worker.

1. Bullying in the workplace costs the UK 6 billion pounds every year. **T**

Bullying...costs the country 6 billion pound annually

2. Another name for workplace bullying is coercive management. **T**

Coercive management is a euphemism for bullying i.e. a less direct expression to make it sound less severe.

3. Bullying in the workplace is sometimes the result of religious intolerance. **C**

Though this may be true, there is no mention of this in the passage.

4. Ignoring someone is a kind of bullying. **T**

The passage says that ignoring a fellow worker is a less obvious kind of bullying.

#### Question 27.

The 2008 A-level results show that 97.2% of students passed compared with 96.6% in 2007. 25.9% gained A grades, a rise of 0.6%. The number of students sitting A levels, 827 737, was also a record. This high success rate is causing concerns in some quarters that the exams



are getting easier. However, the government insists that the results reflect increased spending and improvements in teaching. Meanwhile the general secretary of the Association of Teachers and Lecturers, Dr Mary Bousted, has berated teaching methods in schools as spoon-feeding students to pass exams without developing the desire to continue learning and the skills necessary to learn independently. In reply the general secretary of the University and College Union, Sally Hunt, suggested it is unfair to downplay the students' results and the hard work of their teachers.

1. The improvement in A level results is a reflection of an increase in the number of students sitting the exams. **F**

The improvement is given as a percentage, so is independent of the number of students sitting the exams.

2. A level exams are getting easier. **C**

Some people have expressed concerns that the exams are getting easier, but no evidence of this notion is given in the passage.

3. The general secretary of the University and College Union has suggested that students are being spoon-fed to pass examinations. **F**

This suggestion was made by the general secretary of the Association of Teachers and Lecturers, not the general secretary of the University and College Union.

### Question 28.

International Development Secretary, Douglas Alexander, has compared sanitary conditions in developing countries today with the situation in London 150 years ago when Parliament had to be closed owing to sewage running through the streets of the capital and a stench from the River Thames – an event that has been called 'The Great Stink'. Today more than 1 billion people in developing countries have no toilets and 900 million have no access to clean water. Mr. Alexander's response has been an announcement that the Department of International Development plans to build more than 50 million toilets and provide clean drinking water to more than 25 million people in developing countries over the next five years. This plan is part of the department's broader strategy to help poor countries in Africa and Asia to better manage their water resources and fight the effects of climate change.

1. 'The Great Stink' occurred in London. **T**

We are told that this event occurred 150 years ago in London.

2. When the project to build toilets is completed, on average twenty people are going to have to share one toilet. **C**

We are told there are 1 billion people who have no toilet and that 50 million toilets will be built – that's a ratio of 20 to 1. However, it's not clear whether all developing countries will benefit from this project.

3. It is planned that more than 25 million more people will have access to clean drinking water in five years' time. T

The passage says: 'The Department of International Development plans to provide clean drinking water to more than 25 million people in developing countries over the next five years.'

Question 29.

Communication technologies are far from equivalent. A recent study comparing honesty across a range of different media revealed that people were twice likely to tell lies when using the phone than when communicating via e-mail. It had previously been assumed that people would be more inclined to fabricate the truth when using e-mail, due to the remoteness of the interaction making people more comfortable about deceiving others. On the contrary, it seems that anxiety over the accountability afforded by the recording of e-mail exchanges induces greater truthfulness. However, the research also noted that people are much more likely to be rude or insulting over e-mail, outweighing any benefits of increased honesty!

1. An implication of the study is that if telephone conversations are recorded and people are aware of this fact, they are likely to be more truthful over the phone. T
2. People are unconcerned about the repercussion of email untruths. F

Question 30.

In casual language, the terms theory and model are often used interchangeably. From a technical point of view there is an important difference. Theories provide a general framework, but because of the generality of the specification, a theory cannot be shown to be useful or useless until it is fully specified in the form of a model. A model, on the other hand, needs by definition to be formulated within the concepts, along with a set of assumptions about the concepts and their relationships. The appropriateness of a model must then be evaluated with respect to a particular set of test data. The evaluation may be done by conducting a suitably designed set of empirical investigations, by rational inspection of the model assumptions in relation to the test data, or ideally both.

In the strict sense, all models provide incomplete representations of the data to which they are fitted. Therefore the meaningful question is not whether a model is correct or incorrect, but rather whether the model fits the data well enough to be useful in guiding the process. Statistical evidence and judgment play important roles in answering that question.

1. It is more meaningful to look at the practical utility of a model than its absolute veracity. C
2. Most people fail to understand the difference between a theory and a model. C
3. A model can exist in the absence of a theory. F

Question 31.

Over the past decade there has been a steady growth in the holiday industry whilst the number of travel agencies has declined. This is due to the increasing number of customers who are booking their holidays online, because of a quicker and more financially viable service. However, specialist travel agencies, such as those focusing on particular regions or holiday activities, remain successful as they have an in-depth understanding of a region and the customers who go there. The staffs are also multilingual, and thanks to their specialized knowledge they can provide good deals, meaning that their prices are often lower than non-specialist travel agents and online companies.

1. A travel agent's specialist knowledge can be used to the financial benefit of the customer. **C**
2. It is not always more expensive for the customer to book holidays with a travel agent. **C**
3. More people are booking their holidays online rather than through a travel agent, even though it takes longer to find the right holiday this way. **T**

### Question 32

Amateur scientists have long been attracted to the discipline of astronomy, and professional astronomers are frequently supportive of their contribution to the science. Indeed, amateur astronomers have often been the first to spot an uncharted comet or star. Until now, the required scientific equipment has, unfortunately, been largely very expensive, varying according to the intricacy and size of the apparatus. According to some scientists, however, the spread of new, cheap technology, particularly in information and data management, promises to dramatically change and facilitate amateur-professional interaction, and collaboration.

1. Amateur-professional collaboration will contribute to the advancement of astronomy. **F**
2. In the past, all scientific equipment required for research in astronomy was very expensive. **T**
3. Following the spread of new, and cheaper technology, more amateur scientists are collaborating with professionals. **C**

### Question 33.

Total stocks of most minerals in the earth's crust are still large in relation to the current rates of use, and a high proportion of the minerals that are consumed in the production process could, in principle, be recycled. The technological and financial constraints on recycling such concentrations of minerals are considerable, however, and there is no guarantee that these constraints could be overcome. Substitution of abundant for scarce resources would avoid the problem, but such substitution is not always technologically feasible.

The technical constraints of recovering any mineral are considerable. **F**

1. Most of the minerals consumed in the production process can be economically recycled. **F**
2. It is wrong to assume that the substitution of abundant for scarce resources will create

insurmountable technical problems on every occasion. C

Question 34.

Sandford Group's first end of year announcement since the takeover of SPX Inc placed much emphasis on the period of extreme transformation and development undergone by the company. Emphasis was placed on the admirable way that its employees had steered the company through a turbulent six months, and subsequent benefits that were being reaped, such as a steady growth of the Sandford brands in the marketplace. Whilst recognizing that the takeover had been undertaken as a way of increasing market share, rather than improving efficiency, the announcement made much of the substantial yet somewhat unintended cost reductions that had taken place. This was explained by the swift introduction of SPX's computer systems which permitted a Group headcount cut and also the subletting of surplus office space.

1. The time since takeover has not always been easy for Sandford. F
2. The takeover achieved more for the company than was initially planned. C
3. The performance of the Sandford brands was poor prior to the takeover. T

Question 35.

A new computer program can tell whether a book was written by a man or a woman. The simple scan of key words and syntax is about 80% accurate on both fiction and non-fiction. The program's success seems to confirm the stereotypical perception of differences in male and female language use. Crudely put, men talk more about objects and women more about relationships.

Female writers use more pronouns (I, you, she, myself), whilst males prefer words that identify or determine nouns (a, the, that) and words that quantify them (one, two, more). These differing styles have previously been called "involved" and "informational", respectively.

The algorithm within the program was initially trained on a few test cases to identify the most prevalent fingerprints of gender and of fiction and non-fiction. The algorithm can now be focused on new bodies of text. Strikingly, the distinctions between male and female writers are much the same as those that, even more clearly, differentiate nonfiction-and fiction. The program can tell these two genres apart with 98% accuracy.

1. Stereotypes are generally based on fact. T
2. Women are more likely than men to adopt an "informational" style of written communication. C
3. The program is more accurate at identifying the gender of the writer than the fiction or non-fiction content of the passage. C

Question 36.

Without exception, living non-human primates habitually move around on all fours, or quadrupedally, when they are on the ground. Scientists generally assume therefore that the last common ancestor of humans and chimpanzees (our closest living relative) was also a quadruped. Exactly when the last common ancestor lived is unknown, but clear indications

of bipedalism, the trait that distinguishes ancient humans from other apes, are evident in the oldest known species of Australopithecus, which lived in Africa roughly four millions years ago.

1. Bipedal apes are more evolutionarily advantaged than quadrupedal ones. C
2. Bipedalism is the main trait that distinguishes ancient humans from Australopithecus. F
3. Australopithecus is as closely related to ancient man as to the chimpanzee. F

Question 37.

Staff monitoring is a particularly issue for managers – the only kind of staff monitoring not subject to regulation is where one individual watches another. Once any recording starts, even if it is manual, monitoring is subject to the Data Protection Act – employees need to be told about monitoring takes place and why. The information gathered has to be kept secure, and affected staffs have the right to see information related to them. Whilst a person' s consent is not required, he or she must be consulted about the processing of personal information (monitoring data is construed as “personal” ), and monitoring practices must not cause unnecessary stress. However, covert monitoring without consultation may be used, but only in particularly serious circumstances, such as when a staff member is suspected of dishonest. In such a case, the covert surveillance (e.g. hidden cameras) must be in targeted areas and at times when the dishonest behavior is expected- any other information must be disregarded.

1. It is not possible to avoid the Data Protection Act when monitoring staff. C
2. Managers find it difficult to justify the use of covert monitoring procedures. B
3. Any employee in a building where monitoring is taking place may see all of the information collected. B

Question 38.

Full employment is a concept, which is often referred to but seldom defined. Beveridge' s description comes close to what most economists understand by the term. In his view full employment means that “unemployment is reduced to short intervals of standing by, with the certainty that very soon one will be wanted in one' s old job again or will be wanted in a new job that is within one' s powers.” In other words, full employment does not mean zero unemployment, but allows for some measure of acceptable unemployment, for example, “frictional” unemployment whilst changing jobs.

1. Definitions of full employment are abundant. C
2. Some economists do not understand full employment in Beveridge' s terms. B
3. In B' s view, full employment incorporates those unemployed people who are certain to regain work very shortly. B

Question 39.

The cosmic microwave background (CMB) radiation is the afterglow from the Big Bang, and weak as it may be today, these primeval microwaves hold valuable information about

fundamental properties of the early universe. Slight differences, or anisotropies, in the brightness and polarization of the CMB reveal clues about the nature of the primeval plasma: that the discrepancies exist at all shows that the plasma was not perfectly uniform. The variations in the brightness seen in the CMB reflect differences in the density of the primordial plasma, whereas the anisotropic polarization reveals information about the dynamics of the early universe, such as the movement of material and the number of gravitational waves. The CMB, however, is not the only source of polarized microwaves and the cosmological polarization must thus be measured at different wavelengths so as to isolate them from foreground signals.

1. The anisotropies of the CMB show solely that the primordial plasma was not uniform. **F**
2. The polarization of cosmic microwaves is measured at different wavelength so as to separate the foreground from the background signals. **T**
3. Through studying the cosmological microwaves, one may learn about the forces of gravity in the early universe. **T**

#### Question 40.

The increasing fragility of the rural economy will be the biggest challenge facing country communities over the next ten years. Agriculture, which accounts for a quarter of rural job, is in decline. Tourism provides no more than half this number of job. The rural manufacturing sector, however, has grown over last ten years. Despite this, it still employs fewer than one in twenty people living in rural area, and is threatened by companies based in industrial areas, which benefit from access to a larger skilled workforce and better transportation networks.

1. Industries based in rural areas benefit from better transport links. **F**
2. Manufacturing provides the fewest jobs in the countryside. **T**
3. The manufacturing sector is likely to be the main source of employment for rural workers in the future. **C**
4. Industries based in rural areas suffer from poorer transport links. **F**

#### Question 41.

There is often considerable scientific disagreement both about available reserves of natural resources and about the extent of environmental damage caused by particular pollutants. Even where the scientific evidence is incontrovertible. There may be political conflict, based on different vested interests, over the degree to which particular environmental controls should be accepted. Governments may, for example, refrain from introducing effective control if they fear these will adversely affect company profitability or jobs, even where the environmental cost of not introducing controls are considerable.

1. There is always scientific debate around the facts regarding the reserves of natural resources. **T**
2. Very rarely is there conflict over the degree to which particular environmental controls should be accepted. **F**

3. Parties with a vested interest are more influenced by politics than science when deciding whether to implement environmental controls. **C**

Question 42.

There is no task more difficult than that of ensuring the education of children in modern . Not only school, but also teachers and their roles have changed out of all recognition in the past few decades, thanks to the impact on teaching institutions by indoctrinating, and indoctrinated, reformist intellectuals bearing revolutionary ideas. To the perpetual indiscipline of youth has now been added the indiscipline of parents, many of whom interpret any reports of wrongdoing in school on the part of their offspring as a personal affront, or as the manifestation of the malice of teachers. As for the teachers themselves, whilst many are respectable and learned men and women, who view it as their vocation to induct their charges into a civilization and a way of behaving, others attempt to influence youth merely to further their political or ideological ends.

1. Some of those working in education have their own hidden agendas. **T**
2. Teacher with revolutionary ideas will attempt to influence their pupils for their own political ends. **C**
3. Some teachers who report children of wrongdoing do so because of malice, rather than nay legitimate reason. **C**

Question 43.

Today' s historians aim to construct a record of human activities and to use this record to achieve a more profound understanding of humanity. This conception of their task is quite recent, dating from the development from 18th and early 19th centuries of scientific history, and cultivated largely by professional historians who adopted the assumption that the study of natural, inevitable human activity. Before the late 18th century, history was taught in virtually no schools, and it did not attempt to provide an interpretation of human life as a whole. This is more appropriately the function of religion, of philosophy, or even perhaps of poetry.

1. That which constitutes the study of history has changed over time. **C**
2. Professional historians did not exist before 18th century. **C**
3. In the 17th century, history would not have been thought of as a way of understanding humanity. **T**

Question 44.

Management is, in effect, the catalyst that is essential for converting the resources and raw material inputs of the operation into valued outputs and, in the process, ensuring that stakeholder needs are satisfied. Managers represent the critical factor, which economists refer to as "enterprise" , without which the other factors (land, labor and capital) cannot function. Managers are effectively the custodians of the organization' s resource, responsible for deciding what the resources should be used for, how best to use them, and to which customers the outputs should be targeted.

1. Stakeholder needs are best served through the creation of valued outputs. C
2. Management has at least two major but different responsibilities. T
3. Managers must decide how best to handle all the resources at their disposal. T

Question 45.

At the moment of GTC, like other European producers, is able to relieve at least some of its over-capacity by exporting, partly to Central America. A decade from now, that region will be largely self-sufficient and trade will be starting to flow the other way. However, for GTC investors, the company's recent restructure could herald better times. The group's lack of focus and lacklustre returns have been much criticized of late.

1. Central America will, in the future, begin to export less to Europe. F
2. Central American producers will find a ready market for their products in Europe. C
3. Restructuring generally produces an increase in profitability. C

Question 46.

In recent years, many issues have been considered when attempting to ameliorate the wellbeing of patients and the efficiency of hospital administration. Patients have often complained about endless waiting lists, low standards of cleanliness, poor hospital food, and unsatisfactory doctor-patient communication and now, according to an expert from a leading image consultancy, doctors' dress codes and their general appearance must come under close scrutiny. Of healthcare professionals have an unwashed appearance, dirty nails or unkempt hair, this exudes the impression of recklessness, wearing red reminds patients of blood, and power dressing is discouraged because patients may feel undermined and less relaxed. Although campaign groups approve of healthcare professionals leading by example with high standards of hygiene in hospitals, some individuals argue that this potential new image legislation is merely a case of jumping on the bandwagon of the current media trend for home and lifestyle makeovers.

1. Individuals have argued that the current media trend for lifestyle makeover is direct result of the concern over the image of new legislations. F
2. New hospital legislation states that healthcare professionals must have clean fingernails. C
3. It is always preferable for healthcare professionals to wear blue instead of red. C

Question 47

One of the great paradoxes of entrepreneurship is that entrepreneurs must develop the capacity to engage the urgent with the emergent. Routine pressures force us to allow the urgent to dominate us, quarterly reports, market share, and tangible return on investment become paramount in this paradox, emergent (strategic) issues are often lost. The urgent presents itself in tangible shape and form, whereas the emergent is subtler in its appearance. Entrepreneurs need to pre-sense emergent reality, thus they require more than ordinary attentiveness. However, information consumes the attention of the recipient, and urgent information is by nature more demanding of attention than emergent. Yet it is an



awareness of the emergent that frequently distinguishes the successful leader, the individual who can see through the reactive demands of day-to-day urgency to act rapidly upon the emergent trends that, if capitalized upon, can ensure commercial triumph. One way of ensuring time to identify the emergent is to make time for reflective moments in work life in order to restore the quality of attentiveness and see through the fog of the immediate.

1. It is easier to spot an emergent trend than an urgent issue **F**
2. The present tends to be governed by the immediate demands. **T**
3. It is easy to lose sight of the strategic issues given the demands that immediate issues make. **T**