

**Part C. Reading Comprehension**

Directions: Read the following two passages and select the best choice (1), (2), (3), or (4) that best answers each question. Then mark your answer on your answer sheet.

Passage 1:

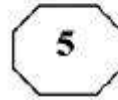
From bacteria to baleen whales, our planet is home to tens of millions of different life forms at least; biologists can only guess at the true number of species. The richness and variety of life is referred to as biological diversity, or just biodiversity. In recent years, the subject of biodiversity has been the focus of discussion not only in scientific circles but in the news media and the highest levels of government and international affairs. The reason for this attention, unfortunately, is that the earth's biodiversity is disappearing. Extinction is a natural event that has gone on since life first appeared on earth, but pollution, habitat destruction, overexploitation, and other human folly are now driving species extinct at a rate unprecedented in the history of life. At the rate things are going, most kinds of living things will disappear forever from the face of the earth, many before we even know they are there.

When it comes to conservation, the emphasis of decision makers, conservation organizations, and the general public has traditionally been on organisms that we find

beautiful or emotionally compelling. Bald eagles, whales, and redwood trees evoke strong positive reactions in most people; microscopic worms and bottom-dwelling fungi do not. Worms, fungi, and millions of other seemingly insignificant species are at least as vital to earth's survival—and therefore to our own—as are the larger organisms that we happen to find attractive. There is a growing recognition of the need to protect the earth's biodiversity, to reverse or at least slow the process of mass extinction. What is new about this recent attention is the focus on maintaining the total number of species, rather than on saving particular ones.

- 141- According to the passage, the variety of life on Earth
- 1) has attracted people's attention because it is in jeopardy
 - 2) has long been the concern of different people
 - 3) is discussed in scientific circles only
 - 4) is a recent discovery
- 142- Which one of the following statements about extinction is TRUE, according to the passage?
- 1) It is unlikely to affect mankind if it continues at the present rate.
 - 2) It began a long time after life flourished on the planet Earth.
 - 3) It used to occur more slowly than it does now.
 - 4) It is argued to be a recent phenomenon.
- 143- It can be inferred from the passage that there are most probably living things
- 1) not contributing to Earth's biodiversity
 - 2) not yet known to us
 - 3) as conspicuous as trees whose problems of survival go unnoticed
 - 4) not sensitive to such factors as pollution, habitat destruction, overexploitation

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- 144- The author states that microscopic worms and bottom-dwelling fungi
- 1) are needed for the health and survival of the Earth
 - 2) are viewed as attractive by most people but ignored because of being invisible
 - 3) are often ignored due to their insignificance
 - 4) occupy more space than other organisms
- 145- The tone of the passage could best be described as
- 1) laudatory
 - 2) flippant
 - 3) apologetic
 - 4) alarmed

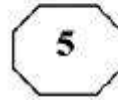
Passage 2:

One of the most basic assumptions about management is that systematic and careful analysis yields superior choices than those coming from intuitive processes. However, this assumption has recently come under fire (Mintzberg, 1994). Mintzberg (1994), in his book *The Rise and Fall of Strategic Planning*, concludes that the term “strategic planning” is an oxymoron. He argues that strategy cannot be planned because planning is about analysis and strategy is about synthesis. That is why, he asserts, such a planning approach has failed so often and so dramatically. In a similar vein, Peters and Waterman (1982) viewed “the rational model” as a major reason for the problems United States firms encountered in competing with foreign companies in the 1970s and 1980s.

This is not to say that rational analysis is a futile exercise. Rational analysis is a useful and indispensable tool in strategy-making which even Mintzberg (1994), a strong critic of strategic rationality, concedes. Our stand is that a theory of strategic decision making has to take into account both rational and intuitive processes (Pondy, 1983; Simon, 1987). As Jonas Salk, the discoverer of polio vaccine, noted: “... if we combine our intuition and our reason, we can respond in an evolutionary sound way to our problems...” (cited in Ray & Myers, 1990:249).

To date, scholars have emphasized rational decision making over intuitive decision making. One major reason for such a tendency is that, to many scholars, intuitive processes, perhaps, fall into the realm of irrational or paranormal. As a result, they believe that intuitive processes are beyond the scope of a scientific study. Recent advances in cognitive science and artificial intelligence, however, suggest that there is nothing mystical or magical about intuitive processes and that they are not paranormal or irrational.

- 146- The word “those” in line 2 refers to
- 1) systematic and careful analysis
 - 2) processes
 - 3) choices
 - 4) assumptions



- 147- The scholars referred to in paragraph 1 argue that
- 1) the fact that the rational model did not turn out to be useful in the United States does not mean that it is futile altogether
 - 2) managers who use systematic and careful analysis to make decisions have been unduly criticized
 - 3) a managerial approach to decision-making based on the rational model is unlikely to be fruitful
 - 4) there is something contradictory about management that makes it elude a definite definition
- 148- Why does the author quote Jonas Salk in paragraph 2?
- 1) To support the point that rational analysis is not to be discarded altogether
 - 2) To demonstrate that the scientific approach is the same regardless of the discipline involved
 - 3) To stress the point that advances made in one field of study should be disregarded by those in other branches of science
 - 4) To substantiate the fact that those who utilize the rational model in their management style are not to be censured as severely as they have been
- 149- According to the passage, those who object to the intuitive model of decision making believe that it is flawed in that
- 1) intuition varies from person to person
 - 2) intuitive processes cannot be subjected to scientific analysis
 - 3) intuition-based decisions have most often turned out to be wrong
 - 4) the very existence of intuition has yet not been verified by cognitive science
- 150- Which of the following rhetorical techniques has NOT been used in the development of the topic in the passage?
- 1) Appeal to authority
 - 2) Cause and effect
 - 3) Factual information
 - 4) Process time order

This is the end of Section 5.