

ĐỀ ĐỀ NGHỊ

(Đề thi gồm 18 trang)

ĐỀ THI MÔN: TIẾNG ANH
LỚP 11

Thời gian: 180 phút (Không kể thời gian giao đề)

A. LISTENING (50 points)

SECTION 1: (10pts)

Part 1: For questions 1-5, listen to the recording and then decide whether the following statements are True (T) or False (F)

1. Because of being an active person, Ding starts studying exercise and diabetes risk.
2. The researchers found that vigorous intensity physical activity is associated with lower diabetes risk compared to light intensity.
3. Regardless of high or the low risk in terms of the genetics, vigorous physical activity provides effective protection from type 2 diabetes.
4. Ding suggests that there should be a minimum threshold of physical activity to get effective result.
5. Dietary interventions for the prevention of type 2 diabetes prove to be much less effective than physical activity.

SECTION 2: (10pts)

For questions 6-10, listen to the recording and answer the questions. Write NO MORE THAN THREE WORDS taken from the recording for each answer. Write your answer in the given spaces. (10 points)

6. What do some employers use a psychometric test as?
_____.
7. What is the purpose of psychometric testing?
_____.
8. How many areas of a person's character does the Myers-Briggs test assess?
_____.
9. In the Myers-Briggs test, what is the third area concerned with?
_____.
10. What are the two ways in which people may prefer to organize their lives?
_____.

SECTION 3: (10pts)

You will hear an interview with Maria Stefanovich, co-founder of a creativity group which organizes workshops for executives. For questions 11 – 15, choose the answer (A, B, C or D) which fits best according to what you hear.

11. Corporations appreciate mask-making workshops because _____ .

- A. no one wants negative faces at the office.
- B. unhappy employees won't come to work.
- C. they realise how their employees see them.
- D. Their employees change their approach.

12. Companies are turning to creative workshops because they have acknowledged that _____ .

- A. unproductive employees are a financial burden.
- B. The traditional work environment has its limitations.
- C. there is an increase in absenteeism.
- D. employees are working too hard without enjoying it.

13. The employees at the firm “Play” _____ .

- A. change positions frequently to lessen boredom.
- B. have business cards indicating their jobs.
- C. dress up like comic book characters,
- D. do not have stereotyped ideas about their jobs.

14. The companies that show most interest in creative workshops are surprising because _____ .

- A. They usually have creative employees to begin with.
- B. Their employees are the ones who have to present regularly.
- C. There are many other exciting workshops they would prefer.
- D. Their employees should be used to being funny.

15. Mana mentions the traditional companies that have held workshops in order to _____ .

- A. boast about the clients her company has helped.
- B. Show that they have a narrow list of clients.
- C. Downplay the serious reputations of the firms.
- D. Point out the diversity of those trying different approaches.

SECTION 4: (20 pts)

Listen to the recording and then complete the summary below.

Write NO MORE THAN THREE WORDS AND/OR A NUMBER for each answer.

- Apple has just (16) _____ its most ambitious product in years – a headset that lets people experience both virtual and (17) _____ .
- Vision Pro which is the biggest new hardware since the Apple Watch allows you to see through like (18) _____ ski goggles on your head that (19) _____ the real world with the virtual world.

- Apple is going for the mainstream consumers. They're going for fitness, they're going for Facetime, they're going through productivity and they're looking to expand the pool from beyond that just (20) _____ .
- Apple still hasn't (21) _____ but that is the big question. Rumors are that it should be around \$3,000.
- Apple is taking a big risk with this product where their demand isn't really proven but also going from on (22) _____ that is way beyond what's currently on the market.
- Virtually every (23) _____ is focusing on AI and there are a lot of questions about how Apple will (24) _____ it into their software.
- Consumers haven't shown the (25) _____ for putting a big, expensive thing on top of their head and stepping into the virtual world.

B. LEXICO AND GRAMMAR (30 pts)

Part 1: Choose the word/ phrase that best completes each of the following sentences. Write your answer in the corresponding numbered boxes. (20 pts)

- The selection of candidates was done in a _____ manner so that nobody knew why they were chosen.
A. hit or miss B. pick and choose C. pins and needles D. thick and fast
- Roxanne was punished for her _____ behavior and warned by her teacher that further teasing would not be tolerated.
A. derisive B. impressionable C. credulous D. pragmatic
- _____, she was quite confident the first time she practiced this sport.
A. Though a disabled girl B. Because she was unable to walk
C. In spite of disabling girl D. She was a disabled girl
- It was three days before the storm _____ and life began to return to normal.
A. dwindled B. slackened C. abated D. alleviated
- _____ a leading figure in the Scottish Enlightenment, Adam Smith wrote two major books that are to democratic capitalism _____ Marx's *Das Kapital* is to socialism.
A. Being / while B. Having been / which
C. X / what D. To be / that
- Four miles off the southern coast of Massachusetts _____, a popular summer resort.
A. lies the island of the Martha's Vineyard
B. the island of Martha's Vineyard lies there
C. does the island of Martha's Vineyard lie
D. where the island of Martha's Vineyard lies
- The children _____ loudly when their mother told them they couldn't watch that movie.
A. palliated B. disparaged C. importuned D. remonstrated
- Although Paul is having a hard time, he doesn't want to throw himself _____ his friends and ask for their help.
A. out B. on C. into D. about

9. Owning and living in a freestanding house is still a goal of young adults, _____ earlier generations.
A. as did B. as it was of C. like that of D. so have
10. The headmaster at my last school was a stern disciplinarian and made sure we _____ the line.
A. drew B. faced C. touched D. toed
11. The _____ woman sitting next to me on the six-hour flight talked the entire time.
A. irresolute B. loquacious C. ephemeral D. ambivalent
12. We feared we would have to sell the house to pay off the debts and couldn't find any better solution to _____ this problem.
A. get round B. come off C. pull out D. run up against
13. Many lists of "Wonders of the World" _____ during the Middle Age.
A. said to be existed B. are said to exist
C. said to exist D. are said to have existed
14. Laos has a land area _____ are members of hill tribes ensconced in the virtually inaccessible mountain valleys of the north.
A. about the same as Great Britain but a population of only four million people, many of them
B. comparable to that of Great Britain but a population of only four million people, many of whom
C. comparable to the size of Great Britain, but only four million in population, and many of them
D. of about the same size as Great Britain is, but only four million in population, and many of whom
15. As her insurance policy had _____, the old lady could not make any claims for compensation.
A. subsided B. lapsed C. leveled D. vanished
16. It's best to meet your problems _____ and solve them before they get worse.
A. eye-on B. hair-on C. nose-on D. head-on
17. We are not known _____ at all; and as we grow, we feel a progress lack of individual personality
A. gruelingly B. severally C. expensively D. brusquely
18. The floral bouquets we entered into the competition were a _____ of colour, but unfortunately, we did not win first prize.
A. wham B. riot C. drop D. buzz
19. As much as the candidate tried to convince people of his honesty, he could not shake off his _____ past.
A. serene B. tranquil C. shady D. frigid
20. He said my novel showed promise. He liked the style and the story-line, and he was _____ just to be kind.
A. getting his bearings B. flexing his muscles
C. pulling his punches D. spreading his wings

Your answers:

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.

16.	17.	18.	19.	20.
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Part 2: Write the correct form of each bracketed word in each of the following sentences. (10 pts)

1. There was almost always a woman with an _____ voice on his songs, to balance out his own rough masculine sound. (ANGEL)
2. It is hard to argue with the suggestion that happy workers are more productive or that cutting stress at work will reduce _____. (ABSENCE)
3. The council voted to give the new project a _____ amount of money. (BEG)
4. Management decided the office was _____ and sacked three junior typists. (MAN)
5. "There is no shame in being unable to beat the _____ Real Marid," said a fan of Granada last night. (STAR)
6. At first glance of the fair maiden, the prince became _____ and dazed by her beauty. (MOON)
7. Some spring flowering bulbs prefer to start the _____ stage of leaf development before their cold period. (LONG)
8. _____ pain or pain the belly is the reason for around 5% of all emergency department visits. (ABDOMEN)
9. He left us with the _____ impression that we had been speaking to a future leader. (ERADICATE)
10. He's been nominated for _____ thanks to his diligence and professionalism. (PREFER)

Your answers:

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.

C. READING (60 pts)

Part 1: For questions 1-10, read the text below and think of the word which best fits each space.

Use only one word in each space. There is an example at the beginning (0). (15 pts)

From Royalist to Republican

Erskine Childers was not what you would call your average Irish freedom fighter, A Briton by birth, and a proud (1) _____ at that – for most of the early years of his life, Childers was a decorated soldier of the British Admiralty who had demonstrated unwavering commitment and loyalty to both king and country. And yet, somewhere along the way, disillusionment (2) _____ in.

While it is difficult to pinpoint the precise moment (3) _____ doubt started to creep into Childers' mind (4) _____ to whether his loyalty was misguided, what was essentially a complete philosophy shift - a total realignment of ideals - did occur. Childers went from (5) _____ a royalist to a staunch nationalist, (6) _____ with the cause of Irish freedom.

He befriended the (7) _____ of Eamon DeValera and Michael Collins, key figures in the Irish Republican camp, and even went so far as to ship illegal armaments to the leaders of the ill-fated Easter Rising of 1916, which was easily put (8) _____ by the British army.

Later, he would fight on the side of the Irish rebels in the War of Independence, (9) _____ an uneasy truce was agreed between Britain and Ireland. Eventually, a treaty was signed partitioning the country. For Childers, by now totally devoted to the cause of Irish freedom and the notion of a united Ireland, partition was (10) _____ bitter a pill to swallow.

Your answer

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.

Part 3: Read the following passage and choose the best answer (A, B, C or D) according to the text. Write your answers (A, B, C or D) in the corresponding numbered boxes (10 pts).

Could the short movies on video-sharing sites such as YouTube ever rival movies at the cinema? In parallel with its own exponential growth, my fascination with YouTube has galloped into a raging obsession. Whole evenings, theoretically dedicated to writing, have been hijacked by a terrible need to click onto the Internet browser, and from there the lure of YouTube is inevitable. What's not to be fascinated by? However slick or however rickety, the best of these mini-movies have an unmediated quality, a realness that is completely lacking in anything available in the cinema or on TV.

For a growing number of people, time spent surfing the web exceeds the time spent watching TV, so who knows if this way of making and watching movies might not become a huge and serious rival to the mainstream. Many contemporary films-makers have become fascinated by the video aesthetic, and by camera work with a deadpan surveillance feel, which has risen in parallel to this Internet revolution.

The cinema, though, does have something in common with the confessional, video blog aspect of YouTube. The popularity of the horror film *The Blair Witch Project* was inflamed by a vast, grassroots Internet campaign which mischievously suggested that the film's horrors were real. Plus there's a cousin to this blurring of fact and fiction in YouTube – confessional blogs which turn out to be faked by ingenious actors. In the past, some documentaries that you could see on TV or at the cinema had YouTube qualities, in that the footage was shot by the participants themselves, although they needed a professional cinema practitioner to bring it to light. If the unhappy heroes of these films were making their videos now, they would probably bypass these directors and take them straight to YouTube.

Where straight cinema and YouTube come more closely into parallel is the use of the continuous shot: the persistent, unjudging, almost uncomprehending gaze; an unedited, deep-focus scene in which our attention as audience is not coerced or directed. The true YouTube gems are not the digitally carpentered mini-features. The most gripping material is raw, unedited footage in one continuous take. Outstanding examples range from domestic events in the home to windows on international events. Watching these, and going through the events in real time, is riveting yet disturbing at the same time.

Many film directors have tried exploiting this eerie, hypnotic, disquieting quality. But they should look further than this, as they might all be fascinated by, and even learn something from, what I think of as YouTube's comedy genre: bizarre things captured more by accident than design, which often have a sublime quality. One such clip of a woman falling down a hole was captured by CCTV; the camera is apparently fixed above a bar in a busy pub. Someone opens up a trap door directly behind a woman serving drinks, with results that Buster Keaton himself would have admired. The scene is shot and framed with unshowy formal perfection; a professional director and crew could work for months on a slapstick scene and not get it as right as this. It's something in the way the woman disappears so utterly from view.

Unlike the cinema, where we have to wait for reviews, you can get your material reviewed on YouTube instantly since there is a ratings and comments section for each video. Just as the videos are more real than movies, this type of reviewing is also more honest. Cinema reviews make comments on the predictable elements, such as plot, setting, actors, etc., but YouTube reviews are boiled down to the essence of entertainment appeal. Are you interested enough to watch it to the end? Would you recommend it to your friends? Do you go back in and watch it again?

The cinema of YouTube has, at its best, an appealing amateurism, unrestricted by the conventions of narrative interest or good taste. It is a quality to be savoured, and quite different from documentary or attempts at realism in feature films. What makes it so involving is that the viewers extend this amateur process in choosing, playing and sharing the files. Consequently, they supplement production with a new type of distribution. It's this that makes YouTube so addictive and unless the cinema learns from it, it may be outclassed.

1. *What does the writer say about his interest in YouTube?*
 - A. He enjoys watching YouTube while he is writing.
 - B. He prefers the short films on YouTube to the cinema.
 - C. He finds it hard to resist watching YouTube films.
 - D. He likes the fact that the films on YouTube are short.
2. *The writer suggest YouTube will become more popular because _____ .*
 - A. The films in it capture people when they are unaware.
 - B. People have changed how they use their leisure time.
 - C. People no longer have time to watch full-length films.
 - D. The films on it mimic real life with real people
3. *The word "**unmediated**" is closest in meaning to _____ .*
 - A. direct
 - B. surreal
 - C. of high standard
 - D. mesmerizing
4. *In the third paragraph, the writer says the similarity between YouTube videos and commercial films is that _____ .*
 - A. They both produce realistic horror films.
 - B. They both have directors who are also actors.
 - C. They both depend on the Interest for publicity.
 - D. They are both effective at faking reality.

5. The word “**coerced**” is closest in meaning to _____.
 A. pressed B. terrorized C. forced D. bullied
6. The word “**eerie**” is closest in meaning to _____.
 A. awesome B. strange C. obliging D. dominant
7. What does the writer say is the appeal of the continuous shot?
 A. That nobody is managing the events on screen.
 B. That it can be used effectively in any setting.
 C. That we can see things we wouldn’t otherwise see.
 D. That the camera acts as our eyes on the event.
8. In the fifth paragraph, the writer uses the example of the woman falling to show that _____.
 A. YouTube uses a range of sources for its films.
 B. it is difficult to replicate real-life comedy.
 C. YouTube has funnier films than those at the cinema.
 D. it is better when participants are unaware they are being filmed.
9. Why does the writer use questions at the sixth paragraph?
 A. To suggest what question cinema review should contain.
 B. To illustrate how YouTube reviews have a single focus.
 C. To guide the reader about what a review should contain.
 D. To show be broad range of views on YouTube.
10. The writer concludes that YouTube is addictive because _____.
 A. it has so many potential viewers.
 B. it offers films which have unique qualities.
 C. it shows better films than those available commercially.
 D. it has become part of the process of making films.

Your answers:

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.

Part 4: Read the following passage and do the tasks that follows. Write your answer in the space provided. (13 pts)

STARS WITHOUT THE STRIPES

Managing cultural diversity is a core component of most masters programs these days. The growth of Japanese corporations in the sixties and seventies reminded us that there were other models of business than those taught by Harvard professors and US-based management consultants. And the cultural limits to the American model have more recently been underlined by developments in Russia and central Europe over the past decade.

Yet in Britain, we are still more ready to accept the American model of management than most other European countries. As a result, UK managers often fail to understand how business practices are fundamentally different on the Continent. One outcome is that many mergers and acquisitions, strategic

alliances and joint ventures between British and European companies do not achieve their objectives and end in tears. Alternatively, managers may avoid a merger or joint venture which makes sense from a hard-nosed strategic point of view because they fear that different working practices will prevent their goals from being achieved.

Essentially, Anglo-Saxon companies are structured on the principles of project management. In the eighties, companies were downsized, with tiers of management eliminated. In the nineties, management fashion embraced the ideas of business process re-engineering, so organizations were broken down into customer-focused trading units. Sometimes these were established as subsidiary companies, at other times as profit-and-loss or cost centers.

Over the past ten years, these principles have been applied as vigorously to the UK public sector as to private-sector corporations. Hospitals, schools, universities, social services departments, as well as large areas of national government, now operate on project management principles — all with built-in operational targets, key success factors, and performance-related reward systems.

The underlying objectives for this widespread process of organizational restructuring have been to increase the transparency of operations, encourage personal accountability to become more efficient at delivering service to the customer, and directly relate rewards to performance.

The result is a management culture which is entrepreneurially oriented and focused almost entirely on the short term, and highly segmented organizational structures — since employee incentives and rewards are geared to the activities of their own particular unit.

This business model has also required the development of new personal skills. We are now encouraged to lead, rather than to manage by setting goals and incentive systems for staff. We have to be cooperative team members rather than work on our own. We have to accept that, in flattened and decentralized organizations, there are very limited career prospects. We are to be motivated by target-related rewards rather than a longer-term commitment to our employing organization.

This is in sharp contrast to the model of management that applies elsewhere in Europe. The principles of business process re-engineering have never been fully accepted in France, Germany, and the other major economies; while in some Eastern European economies, the attempt to apply them in the nineties brought the economy virtually to its knees, and created huge opportunities for corrupt middle managers and organized crime. Instead, continental European companies have stuck to the bureaucratic model which delivered economic growth for them throughout the twentieth century. European corporations continue to be structured hierarchically, with clearly defined job descriptions and explicit channels of reporting. Decision making, although incorporating consultative processes, remains essentially top-down.

Which of these two models is preferable? Certainly, the downside of the Anglo-American model is now becoming evident, not least in the long-hours working culture that the application of the decentralized project management model inevitably generates. Whether in a hospital, a software start-up or a factory the breakdown of work processes into the project-driven targets leads to over-optimistic goals and underestimates of the resources needed. The result is that the Success of projects often demands excessively long working hours if the targets are to be achieved.

Further, the success criteria, as calibrated in performance targets, are inevitably arbitrary and the source of ongoing dispute. Witness the objections of teachers and medics to the performance measures applied to them by successive governments. This is not surprising. In a factory producing cars the output of individuals is directly measurable, but what criteria can be used to measure output and performance in knowledge-based activities such as R&D labs, government offices, and even the marketing departments of large corporations?

The demands and stresses of operating according to the Anglo-American model seem to be leading to increasing rates of personnel burn-out. It is not surprising that managers queue for early retirement. In a recent survey, just a fifth said they would work to 65. This could be why labor market participation rates have declined so dramatically for British 50 year-olds in the past twenty years.

By contrast, the European management model allows for family-friendly employment policies and working hours directives to be implemented. It encourages staff to have a long-term psychological commitment to their employing organizations. Of course, companies operating on target-focused project management principles may be committed to family-friendly employment policies in theory. But, if the business plan has to be finished by the end of the month, the advertising campaign completed by the end of next week, and patients pushed through the system to achieve measurable targets, are we really going to let down our 'team' by clocking out at 5 p.m. and taking our full entitlement of annual leave? Perhaps this is why we admire the French for their quality of life.

Questions 1-4

Do the following statements agree with the writer's views in Reading Passage? Write

YES *if the statement agrees with the views of the writer*

NO *if the state does not agree with the views of the writer*

NOT GIVEN *if there is no information about this in the passage*

1. Attempts by British and mainland European firms to work together often fail.
2. Project management principles discourage consideration of long-term issues.
3. There are good opportunities for promotion within segmented companies.
4. The European model gives more freedom of action to junior managers.

Questions 5-10

Complete the summary below. Choose the answers from the box and write the corresponding words in boxes 5-10 on your answer sheet. There are more choices than spaces, so you will not need to use all of them.

Adopting the US model in Britain has had negative effects. These include the 5. _____ hours spent at work, as small sections of large organizations struggle to 6. _____ unrealistic short-term objectives. Nor is there 7. _____ on how to calculate the productivity of professional, technical, and clerical staff, who cannot be assessed in the same way as 8. _____ employees. In addition, managers within this culture are finding the 9. _____ of work too great, with 80% reported to be 10. _____ to carry on working until the normal retirement age.

<i>List of words</i>				
argument	temperature	reach	manufacturing	increasing
able	office	pressure	negative	predict
declining	agreement	discussion	no	willing unwilling

Questions 11-12

Complete the notes below. Choose NO MORE THAN THREE WORDS from Reading Passage for each Answer.

11. Working conditions in mainland Europe are in practice more likely to be _____ .

12. UK managers working to tight deadlines probably give up some of their _____ .

Question 13

Choose the correct letter A, B, C, or D. Which of the following statements best describes the writer's main purpose in Reading Passage?

- A.** to argue that Britain should have adopted the Japanese model of management many years ago
- B.** to criticize Britain's adoption of the US model, as compared to the European model.
- C.** to propose a completely new model that would be neither American nor European
- D.** to point out the negative effects of the existing model on the management of hospitals in Britain

Part 4: For questions 1 – 7, choose which of the paragraph A – G into the numbered gaps in the following magazine article. There is one extra paragraph, which does not fit in any of the gaps. (7 pts)

Gold earrings hung with pearls sank with a Spanish galleon west of Havana, one of the many wrecked by pirates, storms and treacherous reefs. These and other artefacts offer a wealth of clues about the history of Cuba's golden past. A glittering fortune in gold and silver has been recovered from the sea floor. Treasures including luxuries such as rare wood and exotic feathers were shipped from the New World to Seville by way of Cuba.

1.

In a typical year, the first of the two annual treasure fleets left Spain in spring and entered the Caribbean near the island of Margarita, off Venezuela – a source of pearls and a frequent target of pirates. Here the flotilla usually split in two, following courses that touched much of the Spanish New World. One convoy stopped at ports along the Spanish Main, as the English called the northern coast of South America and the Caribbean islands. Colonists, forbidden to manufacture anything, had to buy even such ordinary items as cutlery, tools and religious medals from the convoy.

2.

In late summer, the merchant ships and war ships sailed to Havana's well-fortified harbour to form the treasure fleet. Theoretically, the captain general and his warships defended all the merchantmen against pirates. In reality, storms frequently scattered the flotilla making individual ships vulnerable. Pirates chose these loners to attack and loot. But Piet Heyn, to the Spanish a pirate, to the Dutch a fabled admiral, was not satisfied with picking off the stragglers. He wanted the whole treasure.

3.

Officials in Havana, who feared this legendary figure more than any other foe, kept watch for him, especially when a treasure fleet was about to sail for Spain. On August 4, 1628, Heyn and his ships lay off Cuba, not sure whether the treasure fleet's Mexican component (the Dutch called it the silver fleet) had left for Havana to link up with the rest of the flotilla. Spanish scout vessels spotted the Dutch and sent swift courier ships to Veracruz to war Juan de Benavides, captain general of the treasure fleet. E, unknown to the Spanish, Heyn had captured one of the courier ships. Now aware that his prey would soon arrive off Cuba, Heyn waited to pounce.

4.

Finally in August, he set sail again. As he neared Matanzas Bay, about 50 miles east of Havana, he saw more than 30 Dutch warships bearing down on him. I continued my course, resolved to die,' Benavides bravely wrote in a letter to the king. But another officer later testified that Benavides had foolishly led the fleet into the bay. In his panic, he grounded his own ship and all that followed.

5.

'I jumped into a boat,' Benavides later recounted, claiming he had arranged in vain for his ship to be set afire in his absence. Leoz, seeing his ship boarded by the Dutchmen, ran below, changed into the clothes of an ordinary sailor, and slipped in among the crewmen who already had laid down their muskets.

6.

That done, Heyn put his men aboard the six looted galleons, along with three others, and sent them off to the Netherlands in the wake of the nine he had captured earlier, Benavides' flagship, so jammed with cargo that the cannon ports were obstructed, had 20 guns: Leoz's had 22. Neither had fired a shot.

7.

The story of Heyn's triumph and Benavides' death is preserved in the General Archives of the Indies in Seville, Spain. Treasure searchers begin here, sifting through the voluminous record that officials kept on every flotilla, on every ship and every cargo. Even though the locations are sometimes imprecise, the searchers press on, going from document to hunch, from the shelves in Seville to the waters off Havana

- A. Their pursuers rapidly closed in, anchored or grounded their ships, boarded boats manned with musketeers and headed for the hapless Spanish ships. The Dutch swarmed aboard Benavides' ship and the ship of Admiral Don Juan de Leoz, second in command of the flotilla.
- B. Spain's long reign in the New World is chronicled in archives, tucked away in endless shelves in the vaulted, echoing halls of a stately 17th century building. Included in these archival treasures are intriguing charts and maps from the 16th and 17th century, vividly portraying the harbour of Havana. Here historians and treasure hunters plough through documents which bear witness to Spain's and Cuba's turbulent marine history.
- C. The Netherlands hailed Heyn as a hero and cast a commemorative medal from the silver. Long afterward children sang a song - He has won the Silver Fleet, hurrah, hurrah, hurrah! Benavides and Leo returned to Spain in disgrace. Leoz was imprisoned for life. Benavides was tried, not for loss of the treasure fleet but for cowardice, and later executed. Heyn did not last long as a hero. In 1629, while attacking pirates in the English Channel, he was killed by a cannonball.

- D. Other ships carrying similar cargoes sailed into Cartagena, Colombia, and then west to Portobelo, Panama, the collecting point for the silver that flowed in from the mines of Peru. One day, a Dominican friar in Portobelo counted 200 mules laden with silver, which was stacked in the marketplace like heaps of stones in the street."
- E. Flushed with a previous success - they had already captured nine ships of the silver fleet - Heyn and his men seized half a dozen Spanish ships and put the Spaniards ashore, In the days that followed, the Dutch sailors inventoried and transferred the 'large amount of plunder present,' which included 46 tons of silver.
- F. Hundreds of ships sank in Cuban waters, victim of pirates, war, storms or bad navigation. These are the ships sought today in the hope of finding the richest prize in the Cuban seas: ships of the Spanish treasure fleets, the flotillas which carried New World gold, silver and gems to the royal court of Spain. The flotillas, first sailed into history in the 16th century when Spain's powerful Casa de Contraracion (House of Trade) ordered merchant ships to travel in convoy, guarded by armed warships.
- G. A young privateer in Spanish waters, he had been captured and sentenced to be a galley slave. Feed in a prisoner exchange, he returned to sea and sought vengeance. In 1623 and 1626, as a Dutch admiral fighting against Spanish America, sacking the Cuban port of Matanzas and capturing many ships.
- H. Scion of a wealthy family of shipbuilders, Juan de Benavides was an admiral who had never fought sea battle. He got his appointment through influence, not skill. Benavides, shepherding about 20 ships, had left Veracruz for Havana in July, but was forced back to port because of what he described as "an emergency" that had dismasted his flagship.

Part 5: Read the text below and answer questions (15 pts).

For questions 1–10, identify which section A–D each of the following is mentioned. Write ONE letter A–D in the space provided. Each letter may be used more than once.

The Fast Track to Burnout

An increasing number of young executives are giving up their corporate positions after experiencing an overload of pressure and dissatisfaction with what they imagined would be a dream career. Kate Martins talks to four young people who turned their backs on high salaries and even higher expectations. Here's how to beat it.

A. Tanya Burrows bears no grudge towards the corporation that rewarded her with five promotions within the same number of years. "At twenty-seven, I was able to buy my own luxury apartment," she says. "For that reason I'll always be grateful to them". Tanya admits that the high salary that came with each promotion was irresistible. "We weren't poor but I don't think my parents ever bought anything that wasn't secondhand. That definitely played a role in my motivation. When someone's saying you can negotiate your own salary, it's hard to say no". So what changed for Tanya? "Honestly, got sick of the materialism. I got sucked in too at first-you'd make sure other people knew what designer labels you were wearing that they could see your cell phone was top of the range but it just wore thin for me". Tanya decided to quit and pursue her real passion for photography. "It doesn't offer much financial

security as you don't know. when you'll get your next contract, but I get to work in far more inspiring environments,” she says.

B. Lily Tan left university with an MBA distinction and was quickly snapped up by a major retail chain. In just five years she achieved a senior management position and after receiving news of the promotion she was elated. “I rang round just about everyone I could think of,” she laughs. “But the next day I felt nothing. I had no Inclination to get out of bed and face the constant pressure”. Despite her sudden disillusionment, she continued to persevere and was the brains behind a new strategy. “Everyone seemed to be in favor of it at the planning stage,” she says. But during the implementation stage, unforeseen problems arose, and eventually the strategy was abandoned. Lily's next performance appraisal gave her a really low rating which she found devastating. “The whole experience was quite traumatizing and I was too emotionally immature to deal with it”. It wasn't long before Lily left and set up her own recruitment company which is now flourishing She still regrets her discovery that there is no such thing as team spirit when one of the members makes a mistake.

C. Jane Dawson graduated top of her class in a Bachelor of Business (Finance) degree and was offered a contract by three major investment companies. She accepted the one that was offering perks such as free tickets to major sporting events and a flash company car. Just like the three other young high-flyers in these Interviews, Jane's potential for leadership was quickly noted and she found herself promoted to team leader within six months. But, exceptionally, in her case, she had already been looking for an escape route. “Sure it was good money but the hours were ridiculous. I felt I should have been carefree at that age but the burden of responsibility was enormous. I feel trapped.” Despite the fact that she'd been elevated to senior analyst, Jane still felt anonymous within the plant corporation. “It was a real feeling of being the small cog in a big machine. Nothing I did really mattered.” She forced herself to stay on for another year, but then nervously asked for a sabbatical. To her amazement, her department head agreed. “I guess they knew I'd reached burnout and didn't want to lose me altogether – but there were plenty of workmates perfectly able to step into my shoes,” she admits. She spent the year traveling and working on community projects in developing countries. By the time Jane was due to return, she knew she was in the wrong job. She applied to work for an aid organization, where she says “At last I feel I'm doing something worthwhile.”

D. Natalie Copeland was signed up to work for a leading PR consultancy. She admits to being a perfectionist, an attribute which saw her rise through the ranks in no time. “It's a weakness, too,” she says. “It can mean that you're reluctant to delegate and end up with the pressure of doing it all yourself.” For the first few years, however, she had no problem with overtime and her performance appraisals were almost always flawless. But Natalie feels she committed 'career-suicide' by opting to getting married and have a child at twenty-five. “My colleagues seemed utterly mystified and tried to talk me out of it.” And on her return to work Natalie felt instant resentment towards her. “I had to leave promptly at the end of the working day to take care of my daughter Anita but would come in an hour early and work through my lunch hour. It made no difference,” she explains. They simply alienated me: By this she means that workmates were reluctant to update her on recent development and withheld vital information on new projects. With little support from her seniors either, and refusing to compromise her time with her family, Natalie handed in her notice and now works for a smaller PR company offering flex-time.

<i>Of which young executive is the following true?</i>	<i>Your answers</i>
1. A project that she was working on did not turn out the way she expected.	
2. She accepted the job because of the benefits that were additional to the salary	
3. She suggests that her young age meant she was unable to cope with a stressful situation.	
4. The people she worked with could not relate to a decision she had made.	
5. She suggests a lack of money in her childhood made a high salary more desirable.	
6. She believes that other people could have done her job equally well.	
7. She does not have any negative feelings towards the company she worked for.	
8. The feelings she had towards her promotion quickly changed.	
9. One of her qualities also disadvantaged her in a certain way.	
10. She wanted more freedom while she was still at a young age.	

D. WRITING (60 pts)

Part 1: Summarize the following passage in no more than 120 words.

For many years, The *wayang kulit* has been the most dominant form of mass communication in Indonesia. Literally meaning 'shadow', the *wayang* is performed at night. Puppets portraying mythological tales are manipulated by the *dalangs* or story-tellers behind the screen. A strong white light would be cast on the screen and the audience would watch the silhouettes of the moving puppets, accompanied by a gamelan - a Javanese orchestra of largely percussion instruments.

Many of us view *wayangs* as a form of entertainment, just like the modern cinemas or theaters. In Indonesia, however, the *wayang* has a more profound role. A refined art, it is saturated with the morals and mysticism of the Indonesian religions. In fact, many Indonesians believe that the spirits of the dead reside in the shadows of the puppets.

Uniquely, *wayangs* are used as a mass of communication between the authority and general public in Indonesia. 'Secretariats' are engaged by the Government to encourage story-tellers of *wayangs* to transform ideas such as birth control and rice production into their tales, hence bringing the messages across to the public effectively. The *wayang* is also a convenient political tool, particularly in the event of election. Pro-government propaganda can be neatly woven into the shadow plays, thus effectively winning the support and trust of the people.

The subtlety of the *wayang kulit* is a double-edged sword for it is also used by those who wish to voice out their heartfelt grievances against the government. For example, the act of tossing a shadow puppet into a river and allowing it to be carried upstream reflects the hopeless nature of those in power. Such discreet and implicit criticism courts less trouble than outright condemnations in newspaper reports or speeches.

In Java and on the island of Bali, where there is a strong oral tradition, epic tales of Indian origin are particularly popular. These include the *Ramayanas* and the *Mahabharata* and the *Pandavas* and *Kauravas*. *Wayangs* are also rituals performed at weddings, births and other important occasions in Java. Though in most small villages, *wayangs* are commonly regarded as a form of entertainment, these shadow plays also provide an opportunity for meditation. The audience would gather after the evening prayers and listen, trance-like, to the *dalangs* narration till wee hours of dawn.

Indeed, understanding the pivotal role of the *wayang*, has helped us become more aware of the Indonesian culture and society.

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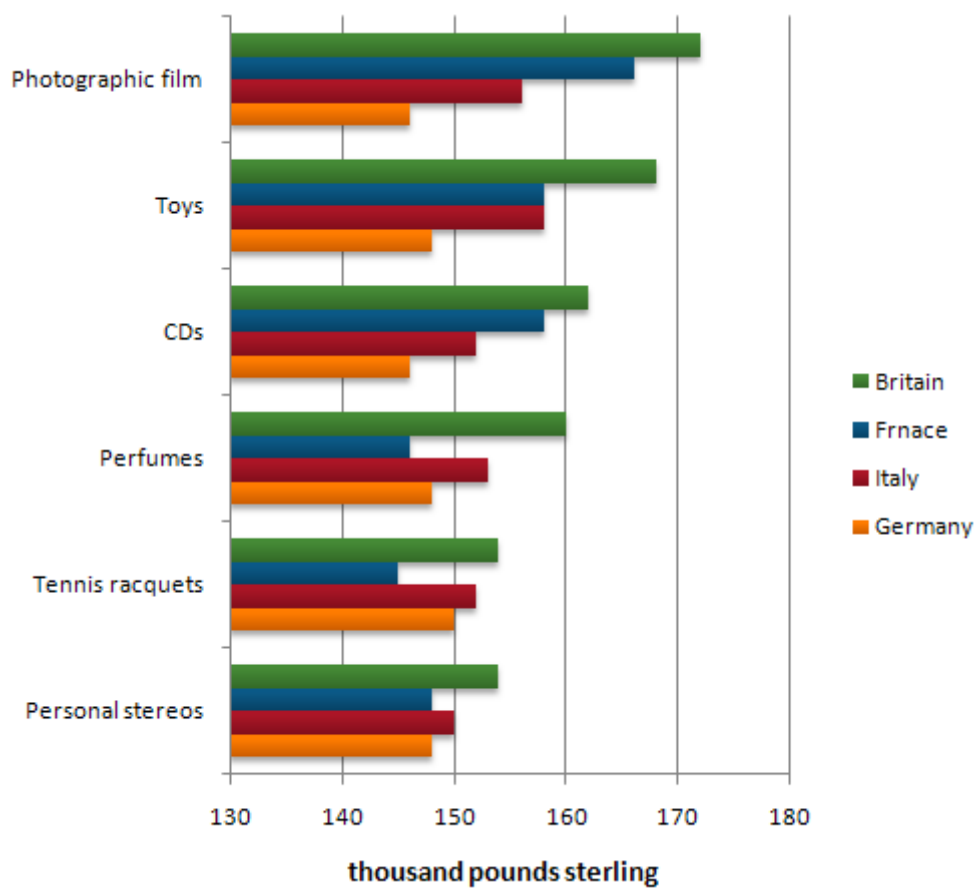
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Part 2: Chart description.(15pts)

You should spend about 20 minutes on this task.

The chart below shows the amount spent on six consumer goods in four European countries. Summarize the information by selecting and reporting the main features, and make comparisons where relevant.

Write at least 150 words.



Part 3: Write an essay of about 350 words to express your opinion on the following issue (30 pts)

Some people say that it is possible to tell a lot about a person's culture and character from their choice of clothes.

To what extent do you agree or disagree with this opinion?

Give reasons for your answer and include any relevant examples from your own knowledge or experience.

[illegible]

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