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**BỘ ĐỀ ÔN LUYỆN NƯỚC RÚT**

**ĐỀ THI THỬ SỐ 09**

(Đề thi có 7 trang)

**KỶ THI TỐT NGHIỆP TRUNG HỌC PHỔ THÔNG**

**Môn thi: TIẾNG ANH**

*Thời gian làm bài: 50 phút, không kể thời gian phát đề*

Họ, tên thí sinh: .....

Số báo danh: .....

Mã đề: 1126

**Read the passage and mark the letter A, B, C or D on your answer sheet to indicate the best answer to each of the following questions from 1 to 10.**

Once administrative discretion is encoded in software, oversight morphs into what workers experience as the **invisible supervisor**: scores, prompts, and nudges orchestrating pace and priorities. Hiring funnels are pre-triaged, scheduling is optimized, and productivity dashboards adjudicate attention. [I] Proponents extol scalability and cost efficiency; detractors warn about opacity and mechanistic evaluations that occlude context. In either case, algorithmic management reframes managerial craft as data-intensive coordination, delegating routine judgments while standardizing procedures that previously relied on tacit knowledge and situational feel.

At the shop-floor edge and in the gig economy, telemetry creates a **panoptic** vantage: routes logged, keystrokes sampled, deviations flagged in real time. [II] Platforms like ride-hailing or e-commerce warehouses exemplify how metrics orchestrate allocation, incentives, and even termination paperwork. This apparatus can amplify bias when training data embed inequities, and it can unsettle power dynamics by converting managerial discretion into automated triggers. Hence, regulators and standards bodies urge auditable models, meaningful explanation rights, and channels for contesting algorithmic determinations.

Managers are not rendered obsolete; rather, their roles tilt toward sense-making, exception handling, and ethical arbitration. **When metric targets dictate cadence, the space for human discretion narrows, unless organizations deliberately scaffold transparency, reversible decisions, and appeals.** [III] New competencies surface: learning to interrogate dashboards instead of gut feelings; communicating limits and trade-offs; and convening cross-functional dialogue about fairness. Done well, augmentation elevates craft by letting humans focus on ambiguity and care; done poorly, it degrades morale and fuels quiet resistance.

Pragmatic implementation starts small: co-design with frontline staff, pilot under watchful review, and run retrospective audits to recalibrate thresholds. [IV] Governance should specify accountability for harms, data minimization, and sunset clauses; moreover, hybrid oversight – a human-in-the-loop with authority to override – sustains legitimacy. Over time, institutions that balance efficiency with dignity tend to outperform, because trusted systems elicit candid feedback, richer data, and better adaptation. The lesson is simple: speed matters, but stewardship sustains durability.

*(Adapted from Mohammad Hossein Jarrahi, Mareike Möhlmann, and Min Kyung Lee, "Algorithmic Management: The Role of AI in Managing Workforces," MIT Sloan Management Review, 2023)*

**Question 1.** According to paragraph 1, \_\_\_\_\_ orchestrate pace and priorities in algorithmic workflows?

- A. randomized schedules ensuring equitable breaks and sufficient rest periods for everyone
- B. managers walking the floor and adjusting tasks through conversation alone
- C. scores, prompts, and nudges from the invisible supervisor control architecture
- D. external auditors continuously monitoring every keystroke without managerial involvement

**Question 2.** The word **panoptic** in paragraph 2 mostly means \_\_\_\_\_.

- A. excessively watchful
- B. broadly comprehensive

- C. cautiously balanced
- D. mildly decorative

**Question 3.** Which of the following best summarises paragraph 2?

- A. Telemetry metrics expand oversight, shift power, risk bias, and trigger demands for auditability, explanations, and avenues to contest automated decisions.
- B. Warehouses and ride services increase productivity without ethical concerns, since machine terminations reliably remove bias from staffing decisions everywhere.
- C. Managers now ignore data because regulations strictly prohibit telemetry across sectors, forcing organizations to rely solely on human judgment and manual reporting.
- D. Bias emerges only during hiring, not in productivity tracking, so panoptic systems are broadly unproblematic beyond recruitment screening contexts.

**Question 4.** What managerial capabilities become more salient as algorithms handle routine judgments?

- A. Designing office interiors and planning corporate parties during peak seasons for morale
- B. Performing manual data entry and hand-calculating payroll taxes every afternoon for everyone, monthly
- C. Writing custom machine learning code to replace all existing platforms from scratch, daily
- D. Interpreting dashboards, mediating exceptions, and articulating ethical trade-offs across teams, consistently

**Question 5.** What do detractors in paragraph 1 warn about?

- B. opacity and mechanistic, context-blind evaluations
- A. excessive reliance on human intuition
- C. abundant managerial time and empathy
- D. perpetual labor shortages and union power

**Question 6.** The phrase invisible supervisor in paragraph 1 refers to \_\_\_\_\_.

- A. auditors
- B. line managers
- C. algorithms
- D. sensors

**Question 7.** Which of the following best paraphrases the underlined sentence in paragraph 3?

When metric targets dictate cadence, the space for human discretion narrows, unless organizations deliberately scaffold transparency, reversible decisions, and appeals.

- A. When dashboard-driven routines accelerate workflow tempo, supervisory discretion widens automatically because governance structures inevitably attenuate transparency and undermine reversible determinations' utility.
- B. Whenever executive leadership disregards quantitative benchmarks entirely, supervisory discretion expands dramatically because organizations already automated transparency features and eliminated appeal requirements.
- C. As targets transition to aspirational guidance, discretionary latitude increases provided companies discourage transparency, restrict reversibility pathways, and close appeal channels preserving velocity.
- D. If quantitative thresholds govern operational pacing, supervisory judgment becomes constrained absent deliberate investments in explicable architectures, revocable determinations, and formal contestation mechanisms.

**Question 8.** Which of the following can be inferred from the passage?

- A. Regulatory oversight will immediately remove bias from all algorithmic decisions, making participatory design unnecessary and rendering human-in-the-loop governance an expensive and redundant ceremonial formality entirely.
- B. Organizations that embed contestability and human override will likely gather richer feedback, enabling continuous recalibration and yielding more resilient performance advantages over purely efficiency-obsessed rivals.
- C. Metrics inherently motivate workers to collaborate openly, regardless of transparency, reversibility, or appeal rights, because quantification alone guarantees dignity and long-run trust throughout organizations universally.

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**D.** Firms that start with large, untested deployments will generate better data faster, since pilots and audits inevitably slow innovation without improving any outcomes worth tracking.

**Question 9.** Where in the passage does the following sentence best fit?

**This shift does not eliminate management; it redistributes judgment toward coordination and escalation.**

**A. [I]**

**B. [II]**

**C. [III]**

**D. [IV]**

**Question 10.** Which of the following best summarises the passage?

**A.** Efficiency is incompatible with workforce well-being; therefore organizations should avoid algorithmic systems and retain exclusively manual supervisory practices.

**B.** Digital oversight replaces managers entirely, proving that human discretion is unnecessary once dashboards automate every routine decision across complex workplaces.

**C.** Algorithms can scale management yet risk opacity and bias; thoughtful governance and new competencies preserve dignity while sustaining performance over time.

**D.** Regulation alone can guarantee fairness, allowing companies to deploy large-scale automation without building appeals, transparency, or human override capabilities.

**Mark the letter A, B, C or D on your answer sheet to indicate the best arrangement of utterances or sentences to make a cohesive and coherent exchange or text in each of the following questions from 11 to 15.**

**Question 11.** a. These efforts reflect a commitment to safeguarding cultural heritage, elevating Hue from a historical site to a living museum.

b. Traditional ceremonies and festivals have been revived within the citadel, attracting both domestic and international visitors.

c. The Imperial City of Hue has experienced remarkable conservation initiatives since the early 2000s, marking a renaissance in preservation.

d. Architectural restoration projects have meticulously reconstructed damaged pavilions, employing traditional techniques and authentic materials from the original era.

e. Concurrently, extensive documentation programs were established to record royal rituals, court music, and ceremonial practices that had nearly vanished.

**A. c-d-e-b-a**

**B. c-b-d-a-e**

**C. c-a-d-e-b**

**D. c-e-b-d-a**

**Question 12.** a. Please review the revised price list and acknowledge acceptance via the supplier portal upon login.

b. Existing quotations will be honoured; open orders will proceed under previously confirmed conditions as agreed.

c. New rates take effect on 1 December; volume discounts remain unchanged for 2026 contract cycles.

d. For clarification, contact your account manager or email [pricing@polariscomponents.com](mailto:pricing@polariscomponents.com) for detailed guidance.

e. We are writing to inform you of updates to our pricing and terms effective next month.

**A. e-b-a-c-d**

**B. a-e-b-c-d**

**C. e-a-b-c-d**

**D. e-a-c-b-d**

**Question 13.** a. Anna: Congratulations on winning first place in the science competition! That's absolutely amazing!

b. Anna: You really deserved it. All that hard work definitely paid off!

c. Chris: Thank you so much! I honestly didn't expect to win at all.

**A. a-c-b**

**B. c-a-b**

**C. b-a-c**

**D. a-b-c**

**Question 14.** a. Jessica: Do you enjoy shopping in stores or online?  
 b. Jessica: So, both ways make shopping more interesting in their own right.  
 c. Jessica: I agree, but physical stores allow us to see the quality firsthand.  
 d. Brian: Yes, and that face-to-face interaction creates a sense of trust.  
 e. Brian: Online shopping saves time, but I miss the experience of browsing in person.

- A.** e-a-c-d-b                      **B.** a-e-c-d-b                      **C.** a-b-d-c-e                      **D.** e-a-d-b-c

**Question 15.** a. During exam week last semester, I faced the consequences of putting off my revision until the very last minute.  
 b. I tried to cram five subjects in two days, believing I could learn the ropes quickly without systematic preparation.  
 c. This stressful period was a turning point that transformed my approach to studying and time management completely.  
 d. In reality, I retained almost nothing and performed poorly on tests despite staying awake for forty-eight hours.  
 e. Instead of repeating this mistake, I started using a planner and breaking study sessions into manageable chunks.

- A.** a-b-d-c-e                      **B.** c-a-b-d-e                      **C.** a-d-b-e-c                      **D.** a-b-d-e-c

**Read the following in-flight announcement and mark the letter A, B, C or D on your answer sheet to indicate the option that best fits each of the numbered blanks from 16 to 21.**

**Skyways Airlines - In-Flight Services & Safety**

Good afternoon, passengers. Welcome aboard Flight SK-892 to Singapore.

**Safety Procedures**

For your safety, please ensure all (16) \_\_\_\_\_ bags are securely stored in the overhead compartments or under the seat in front of you. (17) \_\_\_\_\_ takeoff and landing, electronic devices must be switched to airplane mode.



**In-Flight Entertainment**

We offer a vast (18) \_\_\_\_\_ of movies, TV shows, and music channels to enhance your travel experience. Simply browse the entertainment system on your seatback screen.

**Refreshments**

Our cabin crew will shortly (19) \_\_\_\_\_ serving complimentary meals and beverages. Special dietary requirements should have been arranged (20) \_\_\_\_\_ advance during booking. Should you require any assistance, please don't hesitate to (21) \_\_\_\_\_ our friendly crew members. We wish you a pleasant flight.

*(Adapted from airline in-flight announcements)*

- Question 16.** **A.** carry-on heavy large                      **B.** large heavy carry-on  
**C.** heavy large carry-on                      **D.** carry-on large heavy
- Question 17.** **A.** During                      **B.** While                      **C.** Throughout                      **D.** Amidst
- Question 18.** **A.** array                      **B.** sum                      **C.** volume                      **D.** load
- Question 19.** **A.** set about                      **B.** carry through                      **C.** go ahead                      **D.** commence with
- Question 20.** **A.** in                      **B.** on                      **C.** at                      **D.** by
- Question 21.** **A.** approach                      **B.** reach                      **C.** contact                      **D.** address

**Read the following passage and mark the letter A, B, C or D on your answer sheet to indicate the option that best fits each of the numbered blanks from 22 to 26.**

Vaccines train the immune system to recognize and fight harmful pathogens. Most vaccines introduce a harmless version of the virus or bacteria, prompting the body to produce antibodies. (22) \_\_\_\_\_. These antibodies stay in the system, ready to respond quickly if the real threat

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appears. Scientists often use weakened or inactive forms of the virus to trigger this response. (23) \_\_\_\_\_. Some newer vaccines use genetic instructions to help cells build a harmless protein found on the virus. This method has proven effective in recent outbreaks. (24) \_\_\_\_\_. For example, mRNA vaccines became widely known during the COVID-19 pandemic. Developing a vaccine involves multiple stages: lab research, animal testing, and human trials. (25) \_\_\_\_\_. Each phase must follow strict safety protocols and be approved by health authorities. Once approved, vaccines are distributed through public health systems. (26) \_\_\_\_\_.

*(Adapted from National Geographic, "Searching for a Coronavirus Vaccine: How Would It Work?")*

- Question 22.** A. This immunological response prepares the body to defend against future encounters with actual pathogens  
B. These antibody-producing mechanisms enable the immune system to respond more rapidly to subsequent exposures  
C. This defensive preparation allows the body to recognize and neutralize genuine threats when they appear  
D. These protective protocols help the immune system mount effective responses against real infections
- Question 23.** A. However, this approach occasionally produces mild adverse reactions in certain individuals  
B. Consequently, the pathogen becomes significantly more dangerous when introduced to the immune system  
C. Therefore, the immune response typically fails to recognize these weakened viral components  
D. Meanwhile, bacterial multiplication accelerates dramatically following the initial vaccine administration
- Question 24.** A. This innovative methodology has fundamentally transformed contemporary vaccine development and production processes  
B. Such technological breakthroughs have revolutionized how researchers approach immunization strategies  
C. These advances have substantially altered the landscape of modern preventive medicine  
D. This approach has significantly influenced the trajectory of recent pharmaceutical research
- Question 25.** A. Each developmental phase requires meticulous planning and comprehensive expert oversight  
B. Every testing stage demands rigorous protocols and thorough scientific evaluation  
C. All trial phases necessitate careful coordination and extensive regulatory review  
D. Each research stage involves detailed procedures and systematic safety assessment
- Question 26.** A. This systematic distribution ensures communities receive protection and minimizes outbreak frequency  
B. Such coordinated delivery programs help populations achieve immunity and reduce disease transmission  
C. These organized immunization campaigns enable societies to control epidemics and prevent widespread illness  
D. This structured approach allows healthcare systems to provide coverage and limit infection rates

**Read the passage and mark the letter A, B, C or D on your answer sheet to indicate the best answer to each of the following questions from 27 to 34.**

Two years into the pandemic, vaccine access has refracted pre-existing inequalities. Inter-country gaps remain stark, yet inequities within nations have intensified: school completion among the poorest is reversing; gender disparities are widening amid spikes in gender-based violence; and informal workers absorbed the harshest lockdown losses. Recovery, the text argues, will be paced by the velocity of inoculation: every day, week, and month matters for reaching ambitious coverage targets. If protection is patchy, contagion and volatility travel; unless everyone is safe, no one is.

By early 2022, low-income countries had received a vanishingly small share of global doses, leaving billions still awaiting a first shot. Coverage in much of Sub-Saharan Africa lagged well below the 70-percent goal, while a handful of states – Cambodia, Viet Nam, Bhutan – surpassed it. Closing the gap requires weekly inoculations in low-income economies to surge manyfold. Yet progress is thwarted by supply **bottlenecks** and limited absorptive capacity: vaccines must arrive on time, in stable cold chains, and meet the staffing and logistics on the ground.

Financing remains the rub. Compared with rich economies, poorer countries must raise outsized health outlays relative to expected growth, with vaccine bills straining budgets already tasked with basic services and SDG commitments. Case studies warn of a **looming** debt spiral as countries shoulder new obligations equal to large shares of poverty-reduction and education needs. **For many low-income countries, vaccination costs devour fiscal space that could otherwise fund poverty eradication and schooling.** The opportunity cost is concrete: dollars spent on doses cannot simultaneously pay nurses' salaries or keep students in classrooms.

Solutions are neither mysterious nor effortless: solidarity, concessional finance, and tailored delivery. Adequate doses are necessary but insufficient; **those** doses must be converted into vaccinations through micro-planning, last-mile logistics, and trusted national partners such as Gavi. A “hyperlocal” analytics approach can map vulnerability, steer mobile teams, and target neighborhoods where confidence or access is thin. In parallel, an SDG-oriented recovery – governance, social protection, green jobs, digitalization – can help countries exceed pre-pandemic trajectories. Choices made now will determine whether the crisis entrenches divides or closes them.

*(Adapted from UNDP – Vaccine Equity, [sdgintegration.undp.org/vaccine-equity](https://sdgintegration.undp.org/vaccine-equity))*

**Question 27.** Which of the following is **NOT** mentioned in paragraph 1 as a consequence of the pandemic?

- A. Reversed school completion among the poorest
- B. Rising gender disparities accompanied by increased violence
- C. Higher vaccine wastage due to poor cold-chain management
- D. Earnings losses among informal workers

**Question 28.** The word **bottlenecks** in paragraph 2 can be best replaced by \_\_\_\_\_?

- A. snags
- B. accelerators
- C. gateways
- D. lubricants

**Question 29.** The word **looming** in paragraph 3 is OPPOSITE in meaning to \_\_\_\_\_.

- A. imminent
- B. diminishing
- C. pending
- D. threatening

**Question 30.** The word **those** in paragraph 4 refers to \_\_\_\_\_.

- A. adequate vaccine doses
- B. emergency social protection measures
- C. SDG-oriented investment packages
- D. hyperlocal analytics tools

**Question 31.** Which of the following best paraphrases the underlined sentence in paragraph 3?

- A. Vaccine expenditures consume budgetary resources that could alternatively finance poverty reduction and educational access initiatives.
- B. In many low-income nations, immunization costs absorb funds otherwise allocated to social development and primary schooling.
- C. Spending on vaccines eats up limited budgets that might have supported anti-poverty programmes and universal education.

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D. Vaccination programmes divert scarce fiscal resources from critical investments in poverty alleviation and education systems.

**Question 32.** Which of the following is **TRUE** according to paragraph 2?

A. Most African countries surpassed 70 percent coverage before mid-2022 despite constrained supply and staffing shortages.

B. Only 2.8 million people were waiting for first doses, concentrated in upper-middle-income economies worldwide.

C. Absorptive capacity rarely constrained roll-outs; hesitancy among health professionals was the primary barrier mentioned.

D. To meet the 70 percent target, weekly inoculations in low-income countries needed to increase by more than eightfold.

**Question 33.** Which paragraph mentions that within-country inequalities have grown more severe than between-country gaps?

A. Paragraph 1

B. Paragraph 2

C. Paragraph 3

D. Paragraph 4

**Question 34.** Which paragraph mentions a hyperlocal analytics tool to guide micro-planning for vaccination?

A. Paragraph 1

B. Paragraph 2

C. Paragraph 3

D. Paragraph 4

**Read the following announcement and mark the letter A, B, C or D on your answer sheet to indicate the option that best fits each of the numbered blanks from 35 to 40.**

## **VIETNAM AUTUMN FAIR 2025** **Elevating Traditional Tea to the Global Stage**

### **Event Overview**

Making its debut this autumn season, the Vietnam Autumn Fair represents a groundbreaking fusion of commerce and culture. The centerpiece of this inaugural fair is Vietnamese tea, a (35) \_\_\_\_\_ agricultural product now gaining international recognition for its exceptional quality and distinctive flavors.



### **Exhibition Details**

The fair will feature a remarkable (36) \_\_\_\_\_ of tea varieties from renowned growing regions, including premium oolong from the northern highlands and fragrant lotus tea from traditional craft villages. Interactive tasting sessions (37) \_\_\_\_\_ by master tea sommeliers will guide visitors through the subtle complexities of Vietnamese tea culture.

This event reflects the (38) \_\_\_\_\_ transformation of Vietnam's agricultural sector, (39) \_\_\_\_\_ traditional products are being repositioned as premium commodities in global markets. Industry professionals, distributors, and tea enthusiasts will have opportunities to (40) \_\_\_\_\_ partnerships and explore export possibilities.

Registration is now open at <https://vietnamautumnfair.vn/>

*(Adapted from <https://en.vietnamplus.vn>)*

**Question 35.** A. time-honoring

B. time-honored

C. time-honor

D. time-honors

**Question 36.** A. spectrum

B. range

C. assortment

D. diversity

**Question 37.** A. leading

B. conducted

C. performed

D. guided

**Question 38.** A. evolve

B. evolution

C. evolutionary

D. evolving

**Question 39.** A. where

B. which

C. that

D. when

**Question 40.** A. forge ahead

B. set forth

C. strike up

D. bring about

----- **THE END** -----

- Thí sinh không được sử dụng tài liệu;

- Giám thị không giải thích gì thêm.