



**Answer all three questions**

**Question 1: Summary [20 Marks]**

**Read the following passage carefully and then answer the question that follows.**

- 1** Delegation means assigning a fraction of your leadership duties to your subordinates. You delegate not because you cannot do the job but because your busy schedule cannot accommodate all your duties. It is absolutely necessary for a leader to ensure that delegated responsibilities are clear and effectively communicated.
- 2** The most obvious advantage of delegation is the increase in the leader's effectiveness and efficiency. There is need to critically look at the delegated job and determine its impact on your organisation's big picture. If the job is central to the core values of the organisation, you ought to do it yourself.
- 3** Delegation results in motivation and mentoring. By giving your job to your subordinates, you not only build in them a higher sense of belonging but also motivate them to meet the challenges of the job without fail. You are supposed to establish checking mechanisms and be within reach for easy consultations. A subordinate sees a delegated job as a special assignment different from the daily routine of corporate functions. A leader needs to offer proper guidance in order to realise the goals of the organisation. With a view to selecting the right person to assume delegated responsibilities, you ought to know the abilities, talents, skills, attitude and motivation of each member of your staff; otherwise you will engage a turtle in a sprint.
- 4** Delegation prolongs your leadership's lifespan. By shedding your workload, you save your energy and time for core functions and duck stress to stay afresh. It is advisable for you to tell your subordinate what you are aiming at and specify the scope, standard, quality and the deadline for completion of the tasks you have delegated. If you fail to do this, your subordinate may fail to deliver according to your purpose and expectation. Delegation serves as a means of developing your staff. Workers are encouraged to seek more knowledge and expand the frontier of their creativity when they take charge of unusual leadership roles. A leader should therefore let his or her staff off to put their skills into creative use. When you ask a member of your staff to do a task on your behalf, you must give him or her authority to do it. For example, if your subordinate is a line supervisor, he or she should be given the authority to decide and direct the course of production and the staff in his or her line.
- 5** In spite of its advantages, you may still loathe delegation if you fear that the delegated tasks may not be done to your satisfaction or that it may take a longer time than you will have to do it yourself. Whether the job is done well or comes short of your specification and expectation, praise the staff for their efforts and point



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**Question 2: Comprehension [20 Marks]**

**Read the following passage carefully and then answer the questions that follow.**

**Dentistry**

- 1 Before the advent of modern dentistry, people commonly suffered toothache and tooth loss. Many were disfigured by dark, crooked or missing teeth. Toothless senior citizens suffered malnutrition and early death because they were unable to chew. Today, most dental patients can be free of toothache, keep their teeth throughout their life and have a pleasant smile.
- 2 To avoid toothache and tooth loss, modern dentistry emphasises education and regular checkups. However, many people avoid the dentist. Some neglect dental treatment out of indifference. Others are deterred by the expense while others are just afraid. Dentists can help to prevent the torment of toothache and tooth loss. With your cooperation, dentists try to fight the effects of plaque - a soft film of bacteria that sticks to your teeth. The bacteria thrive on food particles. They convert sugar into acids that attack the tooth enamel, making it porous. Eventually, tooth decay results when the porous area collapse to form a cavity. You feel no discomfort at this stage but when the decay reaches the central pulp of your tooth, you may suffer acute pain.
- 3 The bacteria that form plaque have another way of tormenting you. If plaque is not carefully brushed away, it hardens to form a calcified deposit called calculus or tartar, which may inflamme the gums and make them pull away from the tooth. This results in a gap between tooth and gum where trapped food provides a feast for bacteria that may infect your gums. Your dentist can help to control this condition but if there is no care taken, the tissue surrounding your teeth may become so damaged that your teeth actually fall out.
- 4 Your saliva provides a measure of protection from bacterial attack. Saliva needs between fifteen and forty five minutes to clear away food particles and neutralise the acid in the plaque on your teeth. The time depends on how much sticky sugar or food debris clings to your teeth. Apparently, it is during these minutes that your teeth are damaged. Thus, the amount of damage done to your teeth may depend

not on the quality of sugar you eat, but on the frequency of your meals and sugary snacks.

- 5** Dentists recommend having medical checkups once or twice a year depending on the condition of your teeth. During the checkup, your dentist will likely take x-rays and examine your teeth carefully for tooth decay. With children, dentists pay special attention to the newly erupted molars to see if they have any fissures or grooves on the biting surface. With adult patients, dentists are especially concerned about preventing gum disease. So if the dentist finds any deposits of hardened calculus, he will scrape them away. Most people tend to miss certain areas of their teeth each time they brush them, so your dentist may point out how you can improve your brushing skills. Some dentists refer their patients to a special trained dental hygienist for this important service.
- 6** Dental treatment is no longer a traumatic experience. If you have damaged, missing or crooked teeth, you will be pleased to hear that dentists have many new techniques for restoring them while keeping pain at bay. Although restorative treatment is costly, many people feel that it is worth the expense. Perhaps the dentist can restore your ability to chew or he may be able to make your smile more attractive – a matter of no small importance since disfigured teeth can affect the quality of your life.
- 7** Probably you fear being scolded. You may worry that the dentist will belittle you for not taking better care of your teeth. Since such comments are bad for business, your fear of being chided is unfounded. Most dentists have an interest in speaking kindly to their clients. Admittedly, dentists play a pivotal role in our lives.

(An adaption from the Times of Zambia, June, 2011)

**In each of the questions 1 – 9, select the best answer from the four options provided. Indicate your answer by drawing a circle around the letter on the question paper, as in the example given below. If you change your mind, cross out the initial choice very neatly then circle your revised answer clearly. For question 10, answer as instructed.**

**Example:** People commonly suffered toothache and tooth loss ...

- A** after the advent of modern dentistry.
- B** before the coming of modern dentistry.
- C** before and after the advent of modern dentistry.
- D** because they were disfigured.

**B** is the best answer and, as you can see, it has been circled.

- 1 Paragraph 1: 'Toothless senior citizens' are ... [2]  
A dignified citizens without teeth.  
B important and energetic toothless citizens.  
C old people without teeth.  
D respectful citizens holding senior government positions.
- 2 According to Paragraph 2, modern dentistry seeks to avoid toothache and tooth loss by ... [2]  
A emphasising education and cooperation in dentistry.  
B fighting the effects of plaque, toothache and tooth loss.  
C providing useful dental information and carrying out regular checkups.  
D underscoring regular checkups for toothache and tooth loss in modern dentistry.
- 3 Paragraph 2: How do the bacteria in food particles lead to tooth decay? They ... [2]  
A convert acids into sugar, making the tooth enamel porous.  
B convert sugar into acids that attack the tooth enamel.  
C thrive on food particles found between the teeth.  
D transform sugar into acids, making the tooth enamel porous, leading to cavities.
- 4 According to Paragraph 3, what is the serious consequence of calculus or tartar? [2]  
A Trapped food harbours bacteria that may be harmful to the gums.  
B Gums are inflamed and pulled away from the teeth. [www.eczpastpapers.com](http://www.eczpastpapers.com)  
C Calculus hardens to form a calcified deposit.  
D Bacteria which forms plaque has a way of tormenting a person.
- 5 How often you take your meals and sugary snacks ... [2]  
A is dependent on how much sticky sugar or food debris clings to your teeth.  
B is largely responsible for the amount of damage done to your teeth.  
C may determine the extent of damage done to your teeth.  
D may depend on the amount of damage done to your teeth.
- 6 According to Paragraph 5, how many times would a dentist recommend having medical checkups if the condition of the teeth is not good? [2]  
A As often as possible  
B Once a year  
C Once or twice a year  
D Twice a year
- 7 If the newly erupted molars have fissures or grooves on the biting surface, they will ... [2]  
A be difficult to clean, thus causing them to decay.  
B be easy to clean, thus protecting them from tooth decay.  
C look very attractive and healthy.  
D not need the attention of a specially trained dental hygienist.

- 8 Dental treatment is no longer a traumatic experience because ... [2]  
**A** modern dentists employ new techniques that do not inflict pain on patients.  
**B** of the general lack of compassion among many dentists.  
**C** the price of the local anaesthetic is low enough for most people to afford.  
**D** veneers are bonded to damaged teeth, giving them a new shape and appearance.
- 9 Paragraph 7 encourages us to ... [2]  
**A** fear being scolded by dentists who sometimes lack kindness for their clients.  
**B** feel free with dentists as most of them readily offer their services.  
**C** shun dentists as most of them are fond of scolding their clients.  
**D** worry that the dentist will belittle his or her clients. [2]
- 10 **From the underlined words in the passage find one word which means the same or nearly the same as the following words or phrases: Spell the words correctly.**
- (i) Bringing back to original state..... [½]  
(ii) Criticise ..... [½]  
(iii) Prevented from doing something ..... [½]  
(iv) Severe ..... [½]

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**Question 3: Structure [20 marks]**

**Answer both Section 1 and Section 2**

**Section 1: Transformations [10 Marks]**

**In each of the following items, Sentence A is complete, but Sentence B is incomplete. Complete Sentence B each time making it as similar as possible in meaning to Sentence A. Make Sentence B one sentence, never two.**

Do not make any changes to the printed parts of Sentence B.

**Example: A** Rose is beautiful and charming.

**B** Not only **is Rose beautiful, she is also charming.**

- 1 **A** As we walked along the road, the Headteacher greeted us.  
**B** Walking ..... [1]
- 2 **A** No learner should be suspended from school without a proper reason.  
**B** Under no circumstances .....  
..... [1]

- 3    **A**    Mr Kapunela authorised his wife to go to Zimbabwe.  
      **B**    Mr Kapunela let ..... [1]
- 4    **A**    Jane and Mary are studying law at the University of Zambia.  
      **B**    Jane, as ..... [1]
- 5    **A**    The new Headteacher delivered an inspiring speech.  
      **B**    What ..... [1]
- 6    **A**    Ronald reached Lusaka at mid-night. Five gunmen attacked him.  
      **B**    Reaching ..... [1]
- 7    **A**    As soon as they finished writing the examination, the library caught fire.  
      **B**    No sooner ..... [1]  
      ..... [1]
- 8    **A**    They need to visit the museum now.  
      **B**    It's high time ..... [1]
- 9    **A**    Although he was poor, he sent his children to school.  
      **B**    In spite of ..... [1]
- 10   **A**    The ward is visited regularly by a team of doctors.  
      **B**    A team ..... [1]

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**Section 2: Vocabulary**    [ $\frac{1}{2} \times 20$  marks]

**In each of the following sentences, four words have been put in brackets. For each sentence, choose the best word and write it on the question paper in the blank space provided. Spell the word correctly.**

**Example:**    The Board Chairperson presided over the meeting in a biased manner. (in, on, over, with)

- 1    The debt was finally written .....  
      (of, off, out, over) [1/2]
- 2    My stay ..... the Copperbelt was marvellous.  
      (at, around, in, on) [1/2]
- 3    He assured us that he would look ..... our problems.  
      (at, in, into, over) [1/2]
- 4    Most of the roads that were constructed were washed ..... by the rains.  
      (away, off, out, over) [1/2]

- 5 The leader handed \_\_\_\_\_ power to the new one.  
(in, on, over, up) [½]
- 6 It is a good idea to explore other avenues to serve people living \_\_\_\_\_ disabilities.  
(by, for, in, with) [½]
- 7 In some hotels, the waiter's tip is included \_\_\_\_\_ the bill.  
(at, in, on, with) [½]
- 8 Teddy compared his answer \_\_\_\_\_ Yveete's.  
(by, from, to, with) [½]
- 9 It is not good to be so sensitive \_\_\_\_\_ criticism.  
(at, by, to, with) [½]
- 10 School children should be keen \_\_\_\_\_ reading a lot of books.  
(at, in, of, on) [½]
- 11 She is well qualified \_\_\_\_\_ the job.  
(at, for, in, into) [½]
- 12 I know that he is slow at understanding, but you have to be patient \_\_\_\_\_ him.  
(at, for, of, with) [½]
- 13 His findings were not consistent \_\_\_\_\_ the facts. [½]
- 14 He is now able to cope \_\_\_\_\_ his new job.  
(from, in, up, with) [½]
- 15 Although Jack was advised to abstain \_\_\_\_\_ alcohol, he could not adhere to this advice.  
(against, away, from, off) [½]
- 16 Most people live \_\_\_\_\_ cereal crops.  
(by, from, on, with) [½]
- 17 Our class is capable \_\_\_\_\_ producing very good results.  
(at, in, of, to) [½]
- 18 John has borrowed a pen \_\_\_\_\_ Mary.  
(by, from, to, with) [½]
- 19 All the criminals were rounded \_\_\_\_\_ by the police.  
(in, off, over, up) [½]
- 20 Orphans are also entitled \_\_\_\_\_ quality education.  
(for, off, to, with) [½]

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