

No 1

LISTENING

KTP is a medium-sized engineering company which makes components for the motor industry. You will hear a presentation by their Managing Director, talking about the changes he is planning for the company and its structure. For each question 1-5, mark one letter (A, B or C) for the correct answer.

1. The speaker is giving the presentation because

- A the volume of business is due to rise next year.*
- B the volume of business has risen recently.*
- C the volume of business has fallen recently.*

2. The speaker says that their company hierarchy

- A is appropriate for the market.*
- B is not appropriate for the market.*
- C needs minor changes to respond to the market.*

3. The speaker intends to improve

- A contacts with suppliers.*
- B the procedures for paper-based purchasing.*
- C the procedures for on-line purchasing.*

4. The speaker would like the IT department to

- A control the business.*
- B take over the functions of purchasing.*
- C support the other departments in the company.*

5. The main purpose of the proposed new team is to

- A share information on ways of working.*
- B study the use of computer media.*
- C arrange information meetings.*

No 2

Read the article about work preferences and the questions below. For each question 6-10, mark one letter (A, B, C or D) for the answer you choose.

Profiling our behaviour at work

Motivation comes from doing a job well and most of us work best when we are doing something we like. To improve our own motivation and performance, it can help to better understand the types of work we have to do and our own individual preferences - in other words, how we like to behave at work. Charles Margerison and Dick McCairn, two management psychologists, have developed Team Management Systems as a powerful tool for understanding individual and team preferences. The work preference model is based on four key dimensions.

1 Establishing relationships

This measures how you like to interact with people at work - at one extreme, very extrovert behaviour is seen in those that like to socialise, network, take on a great variety of tasks and rarely settle on one thing for long. On the other hand, introverts feel much less need to mix, tend to focus on the job in hand and don't like to be interrupted.

2 Information handling

This contrasts the practical person who tends to focus very much on the present, gets on with the job and is very task-focused, with people with a creative leaning who seem to have their heads in the clouds. Creative types are not so good at routine, tend to be more future-oriented and need variety to challenge them.

3 Decision making

Analytical types make their decisions based on objective evidence, have a strong sense of rules and procedures and can be seen as a little cold-hearted. Those of us who are influenced more by our beliefs tend to use subjective criteria when making decisions. These types have a strong sense of right and wrong and are often very committed to their point of view.

4 Organisation

This dimension contrasts structured types who are usually very time conscious, concentrate on concluding the task, and are less interested in time-consuming debate, with those of a more flexible nature. Flexible types are more disorganised, more open to change if the date changes and not so good at deadlines.

These four dimensions are used to profile individual preferences so that you can think about your own style of work. Once you have a better understanding of your own motivation, you can then start to look at the profiles of other members of your team.

6 Higher motivation and better performance can come from

- A** doing a job well.
- B** understanding our own preferences.
- C** doing different types of work.
- D** understanding each other.

7 Extroverts like to

- A** focus on a few tasks.
- B** settle on a single task.
- C** have several different things to do.
- D** concentrate on the job at hand.

8 The information dimension contrasts

- A** present with future orientation.
- B** boring with interesting people.
- C** innovation with creativity.
- D** time-conscious people with less punctual types.

9 Analytical types are

- A** committed to a definite point of view.
- B** guided by a clear set of principles.
- C** often inflexible.
- D** inclined to respect rules.

10 Flexible types are

- A** good at finishing tasks.
- B** time conscious.
- C** resistant to change.
- D** not so time conscious.

No 3

Read the text from a newspaper article below. Choose the best sentence from the list below to fill each of the gaps. For each gap 11-15, mark one letter (A to E).

- A** All of these things can make the balance swing in your favour.
- B** However, they remain the most popular method of recruitment.
- C** In an ideal world, interviewers would look beyond dress and body language to the 'real you'.
- D** It seems that your height and weight can influence your chances.
- E** She also helps them dress in the most appropriate way for the organization they want to join.

In many cases, interviews are an unreliable way of selecting the right person for the job. **(11)** _____ . Some people, who would otherwise be excellent candidates, lose out to others who can cope better in interview situations.

It is commonly accepted that ninety per cent of what people think about you is determined by your looks and body language, and just ten per cent depends on what you say. There is a further shocking statistic. **(12)**

_____. Interviewers also admitted that they rarely changed their initial opinion. The saying 'you never get a second chance to make a good first impression', appears to be supported by the facts.

(13) _____. In the real world, however, it is probably best to follow your grandmother's advice of 'get a haircut' and 'wear a nice dress'.

What, then, can be done to help interviewees survive the first twelve seconds? Misha Donleavy of Cachet Associates is a personal coach who helps job-seekers to make the most of themselves. She teaches them how to walk into a room, smile, sit, and shake hands.

(14) _____. She says that these days, we all need to be able to fit into the image that the company wants to project.

When 300 regular interviewers were questioned, 67% admitted that they made up their minds about a candidate in the first twelve seconds. Fat or short people are commonly, but wrongly, believed to be less intelligent than taller, slimmer rivals. Misha's exercise programme and diet can help overweight applicants to lose a few kilos and look healthier and more dynamic. For people who would like to look taller, Misha suggests wearing dark tailored clothes. The right shoes can also help both men and women by adding a vital couple of centimetres to someone's height.

(15) _____ .

b)

Read the text from a newspaper article below. Choose the best sentence from the list below to fill each of the gaps. For each gap 16 - 20, mark one letter (A to E).

A Whilst Oxfam clearly has an agenda, such as reducing third-world poverty, it is engaging with investors who feel that their legal duty to maximise financial returns is far more important than 'doing good'.

B Real-estate investment is also changing, although environmentally friendly property management is much easier to justify to investors because it involves saving energy, which in turn saves costs.

C People don't want any surprises these days, and an ESG framework helps you manage an aspect of risk.

D By investing in areas designated as regeneration targets, integrating developments into local infrastructure (sustainable community building) and using a sustainable supply chain, Hadley Barrett, Oxford Group's CEO, is confident he can meet this goal.

E Therefore they provide an excellent investment opportunity.

Investing in doing good can be good risk management

Choosing investments by simply looking at a company's financial statements and deciding how the current share price relates to the fair value of the stock is so old-fashioned!

These days, even the most commercially minded asset managers are talking about a sustainable investment process, including a checklist of corporate responsibility and human rights issues. Many industry participants agree that this is the way forward.

One significant driver of the increasing interest in ESG (environmental, social and governance) factors is the part they play in improving risk management. **16** _____ .

'This isn't a manifesto for saving the planet, it's a tool for better assessing risk,' says Charles Cronin, Head of the Chartered Financial Analyst (CFA) Institute Centre for Financial Market Integrity, Europe, Middle East and Africa (EMEA). 'It's just another way of peeling the investment onion.' The CFA Institute provides a manual for investors on how to identify ESG factors at listed companies, and how to integrate these factors into traditional financial analysis.

Helena Vines Fiestas, a policy analyst for Oxfam, says, 'Responsible investors benefit from better risk management, greater transparency and an active engagement with companies to promote better management.' ESG issues are key features of their investment analysis. **17** _____ .

'If you invest in ways that don't undermine the financial system [by being careful about the long-term impact of your investment behaviour, that's economically rational,' says Colin Melvin, Chief Executive of Hermes Equity Ownership Services. 'That economic rationality has been absent for some time.'

Although many sustainable investment initiatives involve equities, this is not the only class of assets affected by the new ways of thinking. **18** _____ .

Oxford Group invested in sustainable property projects in Eastern Europe and Near Asia, involving renewable energy, which promised to deliver a minimum of 25 per cent per annum over the three-and-a-half-year life of the fund.

However, that is not the only way for property investment to be sustainable. **19** _____ . 'Even in a falling market, our investment philosophy of adding value to projects, rather than simply engaging in price speculation, creates value for investors.'

Whether it is about better risk management, a clear conscience, greater financial returns or good PR, more and more asset managers are jumping on the bandwagon. The argument is that growth will have to come from these sectors if the future of humanity is to be secure. **20** _____ . Whether being green is really profitable in difficult markets, however, remains to be seen.

No 4

Read the article about writing a CV. According to the text, decide if statements are true or false. On your answer sheet, for questions 21 - 25, mark A for "true" and B for "false".

- 21** *The first thing potential employers want is information about you from your previous company.*
- 22** *A CV doesn't have to be completely serious.*
- 23** *Employers are looking for people skills as much as hands-on experience.*
- 24** *Potential employers want as much information in the CV as possible.*
- 25** *CVs which include tricks just to be noticed are irritating.*

Writing a CV is like eating an elephant. You have to do it chunk by chunk,' says Margaret Stead, CEO of careers consultancy careersnet.com. She feels that all too often we take a daunting, one-size-fits-all approach to compiling a CV. When it comes to CVs, the key is to make it relevant. Ms Stead recommends that, rather than writing a generic chronological CV, you should build up a portfolio of achievements. When applying for a job, identify the achievements that demonstrate skills your potential employer is looking for and then match approximately five from your portfolio.

If you're going for your first job, you might not feel you have five achievements under your belt, but it can be just a question of looking at your experience in the right way. 'Lots of students undersell themselves,' says John Richardson, careers consultant at Manchester University. 'When they say they've done nothing you want to scream at them. You've worked in a bar on a Saturday night in Manchester? You've got experience handling conflict!' The same applies to any attempt to make your CV stand out from the crowd. When it comes to quirky touches, 'Do it for a reason,' says Nic Owen, account director at advertising agency M&C Saatchi. 'If there's a reason for it then it

can be powerful but gimmicks for their own sake are annoying.' Ms Stead fondly remembers a CV that turned up with a teabag attached and an invitation to 'have a cup of tea while you read my CV!' But she agrees that you can't rely on the person who reads your CV sharing your sense of humour. As a general rule, Stead says, tricks like printing your CV on neon yellow paper are 'wrong, wrong, wrong.'

What about length? Must you keep everything on one page? Is it OK to stretch to three? Mr Richardson feels that two pages are pretty standard for the UK, and that busy recruiters won't read anything much longer than that. 'The key is to be pithy' says Mr Owen, 'I saw a CV recently that was so simple. It was about 10 lines long. Just: I went to this university, I'm interested in these things, I want to work in advertising for these reasons. It was very impressive.'

With all this, you're probably running out of space. The good news is that you don't need to include references. It's perfectly acceptable to put 'references available on request' at the bottom.

Mr Owen also thinks humour can help. He says it's important to let your personality come across. 'People think they have to be so serious. You shouldn't be flippant, but the best CVs are the ones where you warm to the person. In the end you just have to be yourself. If you lie about who you are now and get the job, you will have to be that person for the rest of your career.'

No 5

Choose the best word to fill each gap from the list below. For each question 26-35, mark one letter (A-L).

- A counterfeit
- B consultancy
- C previous
- D damages
- E trademark
- F intellectual property
- G objective
- H fined
- I cases
- J following
- K corrupt
- L involve

Chinese authorities take counterfeiting seriously

A Shanghai court has ordered a Chinese company to pay Rmbl .25m (\$183,000) in **26** _____ to British drinks group Diageo for copying its packaging as part of a government crackdown on rampant piracy.

The court found that Blueblood (Shanghai) Wine copied the bottle design and packaging of Diageo's IO popular Johnnie Walker Black Label whisky for its own brand of whisky, Polonius, and continued to do so even after being **27** _____ by the Shanghai government, following a previous complaint from Diageo. The award is unusually high and comes in the midst of a Shanghai government anti-piracy campaign, in which officials are trying to show their commitment to protecting **28** _____ rights.

Lawyers who specialise in intellectual property cases say the Diageo ruling, although clearly part of a propaganda offensive, does signal the Chinese authorities are taking counterfeiting much more seriously than in **29** _____ years. China is the biggest source of **30** _____ goods in the world, and intellectual property protection is a perennial issue at trade negotiations and diplomatic exchanges with other countries.

In Diageo's case the Chinese company copied packaging rather than any registered patent, copyright or **31** _____, and the guilty verdict signalled a greater level of sophistication from the courts than most previous rulings, lawyers said.

Chinese courts dealt with over 17,000 intellectual property cases last year, compared with just over 400 handled by courts in the UK in the same period. The vast majority of cases in China **32** _____ local companies suing other local companies, as Chinese businessmen become increasingly willing to use the law to protect intangible assets.

But companies that win court cases so in China often have difficulty getting the rulings enforced. 'Generally speaking, enforcement is still a big issue, especially outside the major centres of Beijing and Shanghai,' according to Luke Minford, Head of China for Rouse, the intellectual property **33** _____. 'Most foreign companies will try to get their

case heard in Shanghai and Beijing in order to get more sophisticated and **34** _____ judges, but trying to enforce in other areas is still very difficult.'

On the same day as the Diageo ruling, the Shanghai court handed down verdicts on 13 other **35** _____, nine of which involved international companies, including 3M, Nippon Electric, New Zealand kiwifruit company Zespri and Rock Records, a Taiwanese record label, state media reported.

No 6

For each sentence 36 - 45, mark one letter (A, B, C or D) to fill the gaps.

36. I believe you _____ this computer programme in your previous job, so you _____ it difficult at times. Please don't hesitate to ask me for help.

- A didn't use/might find
- B haven't used/must find
- C couldn't use/have found
- D may not use/will find

37. Would you mind if I _____ these trade magazines home to read? I never get time to read them in the office.

- A to take
- B took
- C taking
- D have taken

38. I suppose I _____ to type his report for him, but, at the time, I didn't know how important it was.

- A have had to offer
- B may have offered
- C could have offered
- D would rather offer

39. According to their letter, we _____ them with a copy of our company's accounts before we can order any cars on contract hire.

- A have supplied
- B have to supply
- C may have supplied
- D used to supply

40. The number of unemployed is thought to have fallen by 10%.

- A think
- B thought
- C is thought
- D is thinking

41. A: Jack doesn't work for a computer company, so why has he gone to the computer exhibition? B: I don't know. He _____ interested in buying a computer to use at home or perhaps he is thinking of starting his own company.

- A must be
- B has to be
- C will be
- D ought to be

42. The number of men and women in the US aged 60 or over still in work _____ for more than a decade. Economists have given a number of reasons for this trend.

- A has been rising

- B** have risen
- C** has been risen
- D** have been risen

43. Negotiations almost came to a halt. If both sides _____ more flexible and considerate for the other, a solution to the problem _____.

- A** were / could be found
- B** had been / could have found
- C** would be / had been found
- D** could have been / could have been found

44. By the time the banks _____ an agreement on this issue, the amount of debt will be out of control.

- A** will reach
- B** will have reached
- C** reach
- D** has reached

45. Because more and more mobile phones _____, the mobile phone companies _____ new security measures.

- A** have stolen/are introducing
- B** are being stolen/should introduce
- C** have been stealing/can introduce
- D** were stolen/had to be introduced