

Вступительный экзамен по английскому языку

ДЕМОВЕРСИЯ

Время выполнения экзамена: 120 минут

Task №1 (25 points)

You will hear Christina Bunt, a human resources manager for Tesco, Britain's largest chain of supermarkets and the biggest food retailer in the UK.

Listen to the recording twice and for each question (1-5) mark one letter (A, B or C) for the correct answer.

1. What part of her job does Christina enjoy most?
 - A. Teaching job skills
 - B. Challenging tasks
 - C. Maintaining discipline in the workplace
2. What, according to Christina, makes managing people easy?
 - A. Strong discipline
 - B. Recruiting the right staff
 - C. Training staff to be friendly and polite
3. How did Christina become a personnel manager?
 - A. Tesco recruited her as a personnel manager.
 - B. She trained in another company as a personnel manager.
 - C. She started at the bottom and came up through the ranks.
4. What would she like to be doing in ten years' time?
 - A. Opening new stores
 - B. Working as a store manager
 - C. Working in human resources
5. Which of these things does Christina recommend candidates should do when they go for a job interview at Tesco?
 - A. Dress very smartly
 - B. Behave in a friendly, casual way
 - C. Try to look relaxed

Task №2 (15 points)

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

From Satisfaction to Loyalty

Just how do you take your customers from satisfaction to loyalty? Those were the questions Dr Jodi Simco and Dr Mark Royal of Hay Group, a human resources consulting firm, answered at LOMA's recent Customer Service Conference. Simco and Royal talked about the link they've found between business culture, employee loyalty, customer loyalty and revenue growth.

'First, it's important to ask ourselves just what our definition of customer loyalty is,' Simco said. 'And based on our research, we've found that it's when your customers have a strong bond to you and come back to you time and time again. They view you as the provider of choice. So they're not just looking for the lowest-cost vendor. They're going to come back to your company and not only use your current products and services, but maybe start using some new ones and recommending them to others.'

Simco identified two factors that decide whether satisfied customers will become loyal ones: the outcome that customers experience and the process by which they receive it. 'We've all bought cars, and the car might be the most wonderful car, so the outcome was positive,' Simco said. 'But we might decide not to go back to the car dealership because they were annoying to work with. In this case, the process was negative.' People, in the form of employees, are part of that process, she explained, and 'people are your key competitive advantage. It's your people who developed those relationships with your customers, and you really need to focus on them.'

Furthermore, when it comes to convincing people in your organisation of the impact that customer loyalty can have on your bottom line, the business case for building loyalty is quite simple. 'None of us is surprised that loyal customers are going to repurchase at two to four times the rate of just purely satisfied customers,' she said. 'And they're going to enthusiastically recommend your company to others. So they can serve as your best marketer. Loyal customers are also willing to pay more for your services.'

Hay Group has identified a few primary factors about a company that can make the difference between customer satisfaction and customer loyalty. 'The top factor is value: "Is this company's product or service having a positive impact on my business? Do I have a strong return on investment?" Ease of doing business is a big thing, too,' Simco continued. 'Are you easy to do business with, or are you problematic? Finally, your people are important, in terms of whether they show responsiveness, integrity, trust and professionalism.'

'In today's marketplace, where most organisations are facing global competitors and a rapid flow of information, it's hard to be different from your rivals because best practices spread across an industry very rapidly,' Royal said. 'But it's much harder for your competitors to duplicate a successful organisation that consists of a lot of highly motivated, highly engaged people who are focused on the customer, and this provides real opportunities for competitive advantage.'

6. What produces customer loyalty, according to Simco in paragraph 2?
 - A The price of the product
 - B The quality of the product
 - C The relationship with the supplier
 - D The recommendation of friends

7. What, according to Simco in paragraph 3, is the key factor in making a company better than its rivals?

- A A superior product
 - B Good quality staff
 - C Good value for money
 - D Good procedures for dealing with customers
8. In paragraph 4, what is given as the main benefit of having loyal customers?
- A It improves the company's image.
 - B It increases profits.
 - C It is easier than finding new ones.
 - D They will accept higher prices.
9. What, according to Hay Group, is the main factor which changes customer satisfaction to customer loyalty?
- A Your customer does not have problems doing business with you.
 - B Your customer gets what he asks for.
 - C Your customer has confidence in you.
 - D Your customer's own business becomes more profitable.
10. Why does Royal believe it is difficult for companies to be different from their competitors?
- A Their competitors can quickly imitate them.
 - B Their competitors are spread all over the world.
 - C Employees in different companies are equally hardworking.
 - D Most companies nowadays are customer-centred.

Task № 3 (20 points)

Task # 3a. Read the article. 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. 'Aggressive' male leaders are admired; female ones are disliked, especially by other women.
- B. They also tend to be concentrated in future-oriented sectors such as consumer products and technology.
- C. They look at what the job involves and think the price is too big to pay.
- D. Those who haggled raised their starting offer by an average of \$4,053 – almost exactly the difference in men's and women's initial pay.
- E. Women are more likely to separate their working life from their home life, which makes it harder to go for a drink with the boss.

Why are so Few Women Running Big Companies?

The leaders of large public companies the world over are almost universally male. In America, only seven Fortune 500 CEOs are female; in Britain, only one woman runs a FTSE 100 company. An easier route for women to the top is to inherit. Husbands and fathers are more likely to entrust the business to their widows or daughters than the markets are, but those companies are generally smaller.

Why so few women? One answer is obvious: women are more likely than men to care children. But to some extent it may be a question of time: women are now reaching positions below CEO level in greater numbers than ever before, often rising through sales, marketing or finance. (11)_____

However, women still face three big problems in climbing the corporate ladder, says Herminia Ibarra of INSEAD. First, they fail to get the really stretching jobs. One study found that companies are much more likely to ask men than women to turn around a division in difficulties or to start a new one. Getting into line management is important (and 90% of line

managers at big American firms are male), but it is not enough: women also need tough, broad assignments to win experience and promotion.

Second, women lack networks, not because they are deliberately excluded, but because people bond when they have much in common, and gender matters here. In particular, women lack the sort of networks that combine work and social life, which have proved hugely beneficial to men. (12) _____.

Third, women find it more difficult than men to develop an image compatible with leadership. There are fewer role models, and simply adopting a male style rarely works. (13)_____. A study of business owners presented at this year's meeting of the Academy of Management found that 26% of male owners, but only 5% of female ones, wanted to be thought of as an authority figure.

Sometimes women are their own worst enemies. A book by Linda Babcock and Sara Laschever called *Women Don't Ask* recently drew attention to their negotiating style. Ms. Babcock noticed that male graduates with a master's degree from her university were paid starting salaries almost \$4,000 above those of female students. On closer investigation, she found that the vast majority of the women had accepted the initial pay offer, but that 57% of the men (against only 7% of the women) had asked for more. (14)_____

One senior headhunter says that boards frequently ask her to recruit women to top jobs. 'But when I get them there, the women say no. (15)_____.' Maybe women have more sense than men.

Task # 3b. Read the article. 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. To put a good idea effectively and profitably into practice generally requires managerial experience and authority.
- B. Universities everywhere are largely state-financed.
- C. They are hugely successful: there are far more of them, and far more students, than ever before.
- D. Certainly, there are aspects of the university that firms might envy.
- E. For example, it gathers, under a single powerful brand, individuals contracted to supply it with their intelligence.

What might the company of the future look like?

Lawrence Summers, president of Harvard University, suggests in the latest Harvard Business Review that the American research university, eg. Harvard, might be a model for the company of the future.

He does not mean that firms should set up their own 'universities' – although plenty, from Motorola to McDonald's, have done that. Instead, they should adopt the research university's fluid and decentralized approach to creativity and hierarchy. "If you look at the organizations in the economy where the greatest value is being added," argues Mr Summers, "they are increasingly the organizations that share the values and character of universities."

(16) _____. They are, to start with, extraordinarily durable institutions. Mr Summers' own Harvard, founded in 1636, is very young compared with the University of Bologna, founded in 1088, or Paris and Oxford born less than a century later.

(17) _____. In the rich world alone, 39m people are now taking a university course of one sort or another. And they teach more subjects than ever before. Anyone tempted to mock McDonald's Hamburger University should look at the classes in food technology and catering that plenty of modern universities now provide.

The successful university has other characteristics that firms increasingly aspire to. (18)_____. Moreover, the deals struck by the most successful academics when they transfer from one university (often European) to another (usually American) are becoming more lucrative,

with all sorts of perks regarded as normal.

But there is one big difference that Mr Summers does not mention. (19) _____. Harvard's students may pay for their teaching, but the university's research, which Mr. Summers urges firms to copy, is subsidized with public money.

Public support gives most universities a financial stability that companies do not enjoy. Sure, companies succeed on the back of big ideas, but on the whole it is their application that makes money. (20) _____. That is why clever 25-year-old graduates rarely run durably successful companies, even if they are from Harvard.

Task № 4 (10 points)

Read the article and decide whether each of the following statements (21-25) is true or false. Mark T for "true" and F for "false".

21. Managers from different countries approach tasks in different ways. _____
22. Lots of companies worldwide are truly international. _____
23. American companies think that globalization means developing an international culture. _____
24. If senior managers in a company are all from the same country, it's difficult to recruit people from other countries. _____
25. People can feel if they fit in a company or not. _____

Corporate Culture and National Characteristics

Steve Redwood, a London-based management consultant with Price Waterhouse, tells of a client who had brought together a team from eight different countries to work on a project. 'The national stereotypes applied,' he says. 'The people from Switzerland and Germany were mainly interested in the way the project was organized. The people from Spain took a much more intuitive approach. The British had a high level of skepticism about whether the whole thing really mattered. Language was not the issue. It was more basic than that.'

Behind this lies the most fundamental problem of all: the fact that outside a handful of companies – Lowell Bryan, a senior partner with McKinsey in New York puts it at between a dozen and 20 worldwide – even the biggest corporations are dominated by the culture of the home country.

'Outside that handful,' Mr Bryan says, 'companies are very German, or very British, or very American. One big difference with American companies is they think globalization means Americanising the world. Others don't have that arrogance.'

If top management all come from the home country, that makes it much more difficult to attract and keep a global pool of talent. 'People know when they fit in and when they don't,' Mr Bryan says. 'That's true even of national companies: there's a tendency for people to have gone to the same school, or all have trained as engineers. It's even more true when it comes to where you grew up.'

Task № 5 (20 points)

Fill in the gaps (26 - 35) with the words below (a-l). There are two extra words you do not need.

- a. emerging
- b. subject
- c. apparently
- d. concentrate
- e. communicate

- f. imply
- g. success
- h. statistics
- i. globally
- j. removed
- k. imposed
- l. specifically

Tobacco Companies Target Traditional Women

In the 1970s, tobacco companies successfully marketed smoking to women by linking their ad campaigns to the (26) _____ women's liberation movement. Now, they are (27) _____ using similar tactics to entice women in traditional societies (28) _____ to take up smoking, *Women's News* reported August 19.

As smoking in the developed world declines, tobacco companies are starting to (29) _____ on new markets in developing nations, especially in Asia. Female smoking rates in these countries have been low historically, a fact that marketers want to change with ads that (30) _____ that smoking (31) _____ equality, fitness, and trendiness. In South Africa, for instance, one ad shows a blonde woman smoking, with the message, "Do I look like I would cook you breakfast?"

As a result, (32) _____ show that female smoking is up in many Third World nations, including Cambodia, Malaysia, and Bangladesh. "Cultural prohibitions against tobacco use by women can be (33) _____ by social change and aggressive tobacco marketing," according to a recent World Health Organization report.

An American Cancer Society report said that tobacco firms are creating cigarette brands (34) _____ for women and sponsoring events such as concerts, art shows, and beauty pageants to appeal to girls. "It goes in waves around the world," said Dr. Omar Shafey, one of the report's editors. "As women experience democratization, they face these pressures intentionally (35) _____ upon them by the tobacco industry. In Lebanon, Egypt, and many [Persian] Gulf countries, women face these pressures."

"To enter the man's world that's taboo is part of the attraction," he added. "As waves of modernization spread, women seek to take up the bad habits of men."

Task № 6 (10 points)

Read the sentences below. For each sentence (36 – 45), mark one letter (A, B, C or D).

36. I will fly to New York next week unless I a ticket.
 A. will not buy
 B. buy
 C. do not buy
 D. will buy
37. I know I But I did not feel like doing that.
 A. must have helped her
 B. could have helped her
 C. should help her
 D. ought have helped her
38. Only a few people were at my lecture last Friday. If only the students earlier.
 A. had informed
 B. was informed
 C. had been informed
 D. would have been informed

39. When I was a boy I was used to
- A. telling not to tease animals
 - B. tell not to tease animals
 - C. being told not to tease animals
 - D. be told not to tease animals
40. He has written four novels since he in America.
- A. has arrived
 - B. have arrived
 - C. had arrived
 - D. arrived
41. If I had worked hard when I was young I rich now.
- A. would have been
 - B. am
 - C. will not be
 - D. would be
42. The dinner at the moment.
- A. is being prepared
 - B. is prepared
 - C. is preparing
 - D. preparing
43. By the time he is twenty-five he all the money his mother left him.
- A. spends
 - B. spending
 - C. has spent
 - D. will have spent
44. There's somebody behind us. I think we
- A. are followed
 - B. are being followed
 - C. have been followed
 - D. were followed
45. I a meal last night because we went out and the food was uneaten.
- A. needn't have cooked
 - B. didn't have to cook
 - C. mustn't cook
 - D. didn't need to cook