

# Test 1

**READING** 1 hour

## READING

### PART ONE

#### Questions 1–7

- Look at the statements below and the company news reports on the opposite page.
- Which news report (**A, B, C** or **D**) does each statement **1–7** refer to?
- For each sentence **1–7**, mark one letter (**A, B, C**, or **D**) on your Answer Sheet.
- You will need to use some of the letters more than once.

**Example:**

**0** This company is going to reduce staff numbers.

<b>0</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

- 1** A strong currency has had a negative effect on the company.
- 2** The workforce has made it difficult for this company to become more efficient.
- 3** The use of specialists led to very high costs.
- 4** Increased competition has contributed to this company's difficulties.
- 5** This company has reached an agreement on a new project.
- 6** Part of this company was up for sale.
- 7** This company has expanded its manufacturing base.

**A**

Walger, the bus maker, has entered into a joint venture with IMCO Bus Corporation to participate in coachbuilding operations in Mexico. The two companies have just announced the \$70 million acquisition of Mexican Coachworks, the largest bus and coach builder in Mexico, with 2,400 employees and three factories. Walger retains a 60% interest in the coachbuilding venture. Analysts have expressed surprise, given the current exchange rate.

**B**

Jetline Airports has said that it spent £2.1 million on its failed attempt to dispose of its duty-free retail division. The chief executive said the company's six-month search for a buyer ran up heavy consultancy expenses which left half-year pre-tax profits at £4.5 million. It also emerged that the Director of Finance received a £500,000 settlement when he left the company.

**C**

GRD, the manufacturing giant, plans to cut 1,500 jobs at its Portland factory over the next five years after union refusal to increase productivity. A company representative said that although they have invested more than \$42 million in the new plant and improved technology, the trade unions are still unwilling to increase output. As a result, GRD have been forced to downsize the Portland plant.

**D**

Maybrooke, the Scottish department store, reported a fall in trading profits in the first half of the year from £545,000 to £462,000, on sales which were down two per cent. They blame the disappointing first half on the strength of the pound, which hit the company's tourist business, as well as an increase in traffic and parking problems in the city centre, and the growth of out-of-town shopping centres.

Test 1

**PART TWO**

**Questions 8–12**

- Read the article below about changes in working hours.
- Choose the best sentence from the opposite page to fill in each of the gaps.
- For each gap **8–12**, mark one letter (**A–G**) on your Answer Sheet.
- Do not use any letter more than once.
- There is an example at the beginning (**0**).

**GETTING THE BEST FROM YOUR STAFF**

Ed Smith, a senior manager for Trustco Ltd in Worcester, used to work a minimum of 70 hours a week. He travelled regularly between the UK and USA and began to feel he had become almost a stranger to his wife and his two young sons. (**0**) .....**G**..... . This idea worked.

These days, he still goes to work very early but he also leaves early. He now sees his children before they go to bed and then does about an hour's work by computer from home in the evening, keeping in touch with American colleagues. (**8**)..... . The key to Ed Smith's changing his hours was persuading his employer that he and other staff were more productive when they worked the hours that suited them. This is easier said than done, of course. (**9**)..... . Many of them are slow to realise the benefits of letting employees work fewer or more flexible hours.

A recent survey of five thousand senior managers found that nearly half of them always worked more than their contract hours, while many worked evenings and weekends. A majority thought that this not only had a negative effect on their family relationships and their health, but also reduced their productivity. (**10**)..... . It seems that it is job satisfaction that is the deciding factor when it comes to employee productivity.

However, the good news is that more employers are now starting to realise that they are only going to get higher output from their staff if those staff are happy and want to be at work. (**11**)..... . His company have brought in changes partly for competitive reasons. The research and development part of the business employs highly trained scientists, who are expensive to replace. (**12**)..... . The employees seem to be very happy with the new arrangements and, as a result, productivity rates have gradually but consistently increased and staff turnover rates have fallen dramatically. According to Ed Smith, many companies would benefit from a similar scheme, and everyone, from directors to employees' families, would have something to gain.

Example:

<b>0</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>					

- A** Ed Smith's new working hours are just one example of the attempt to alter corporate culture.
- B** This adds to the increasing evidence that long hours are not necessarily useful hours.
- C** They are often willing to accept that happy employees produce more.
- D** He admits to feeling much happier, and believes he has established a balance between work and home life.
- E** It can be difficult to persuade organisations that a change of this type is in their interest, too.
- F** To keep them happy, 'trust time' has been introduced, where the company trusts employees to do what is required, in whatever time it takes.
- G** Realising that he was putting himself under too much stress, he decided to try to change his working hours.

## Test 1

### PART THREE

#### Questions 13–18

- Read the article below about exporting and the questions on the opposite page.
- For each question **13–18**, mark one letter (**A, B, C** or **D**) on your Answer Sheet, for the answer you choose.

#### PROBLEMS FACING POTENTIAL EXPORTERS

Many firms fail because when they begin exporting they have not researched the target markets or developed an international marketing plan. To be successful, a firm must clearly define goals, objectives and potential problems. Secondly, it must develop a definitive plan to accomplish its objective, regardless of the problems involved. Unless the firm is fortunate enough to possess a staff with considerable expertise, it may not be able to take this crucial first step without qualified outside guidance.

Often top management is not committed enough to overcome the initial difficulties and financial requirements of exporting. It can often take more time and effort to establish a firm in a foreign market than in the domestic one. Although the early delays and costs involved in exporting may seem difficult to justify when compared to established domestic trade, the exporter should take a more objective view of this process and carefully monitor international marketing efforts through these early difficulties. If a good foundation is laid for export business, the benefits derived should eventually outweigh the investment.

Another problem area is in the selection of the foreign distributor. The complications involved in overseas communications and transportation require international distributors to act with greater independence than their domestic counterparts. Also, since a new exporter's trademarks and reputation are usually unknown in the foreign market, foreign customers may buy on the strength of the distributing agent's reputation. A firm should therefore conduct a thorough evaluation of the distributor's facilities, the personnel handling its account, and the management methods employed.

Another common difficulty for the new exporter is the neglect of the export market once the domestic one booms: too many companies only concentrate on exporting when there is a recession. Others may refuse to modify products to meet the regulations or cultural preferences of other countries. Local safety regulations cannot be ignored by exporters. If necessary modifications are not made at the factory, the distributor must make them, usually at a greater cost and probably not as satisfactorily. It should also be noted that the resulting smaller profit margin makes the account less attractive.

If exporters expect distributing agents to actively promote their accounts, they must be trained, and their performance continually monitored. This requires a company marketing executive to be located permanently in the distributor's geographical region. It is therefore advisable for new exporters to concentrate their efforts in a few geographical areas until there is sufficient business to support a company representative. The distributor should also be treated on an equal basis with domestic counterparts. For example, special discount offers, sales incentive programmes and special credit terms should be available.

Considering a joint-venture or licensing agreement is another option for new exporters. However, many companies still dismiss international marketing as unviable. There are a number of reasons for this. There may be import restrictions in the target market, the company may lack sufficient financial resources, or its product line may be too limited. Yet, many products that can compete on a national basis can be successful in the majority of world markets. In general, all that is needed for success is flexibility in using the proper combinations of marketing techniques.

- 13** In the first paragraph, the writer suggests that firms thinking about exporting should
- A** get professional advice.
  - B** study international marketing.
  - C** identify the most profitable markets.
  - D** have different objectives to other exporters.
- 14** The writer believes that if sufficient preparation is undertaken
- A** initial difficulties can be easily avoided.
  - B** the costs can be recovered quite quickly.
  - C** management will become more committed.
  - D** the exporter will be successful in the long term.
- 15** An exporter should choose a distributor who
- A** has experienced personnel.
  - B** has good communication skills.
  - C** is well-established in the target market.
  - D** is not financially dependent on the import business.
- 16** New exporters often make the mistake of ignoring the export market when
- A** distribution costs are too high.
  - B** their product is selling well at home.
  - C** there is a global economic recession.
  - D** distributors cannot make safety modifications.
- 17** For a distributor to be successful, the exporter must
- A** focus on one particular region.
  - B** finance local advertising campaigns.
  - C** give the same support as to domestic agents.
  - D** make sure there are sufficient marketing staff locally.
- 18** In the last paragraph, the writer states that some companies are reluctant to export because
- A** there is little demand for their products.
  - B** the importation of certain goods is controlled.
  - C** they do not have good marketing techniques.
  - D** they are not able to compete with local businesses.

Test 1

**PART FOUR**

**Questions 19–33**

- Read the article below about a successful printing firm.
- Choose the best word to fill each gap, from **A, B, C** or **D** on the opposite page.
- For each question **19–33**, mark one letter (**A, B, C** or **D**) on your Answer Sheet.
- There is an example at the beginning (**0**).

**MULTICOPY PRINTING**

**Martin Charlesworth pays a visit to discover the  
 (0) ..... of success at a busy printing firm.**

From designing and printing corporate brochures and business cards to photocopying students' essays it's all in a day's work for Multicopy Printing. The family-run firm is one of the most successful printing, copyshop and design offices in the region. Although it is a **(19)**..... small company, it thinks big. The company has made a considerable **(20)**..... in high-tech machinery to **(21)**..... up in this rapidly changing industry.

The company's success has recently enabled it to modernise and **(22)**..... its premises. Multicopy's Managing Director, Colin Marsh, says, 'It was very **(23)**..... before. We may get up to two tonnes of paper delivered a day and we were running out of space to **(24)**..... it. Now, we're the only business in this area **(25)**..... a print service from start to finish all under one roof. A vast amount of work can be **(26)**..... in a very short space of time.'

The firm was **(27)**..... up 22 years ago by Colin's father, who was the area manager for a national **(28)**..... of printers before deciding to go into business on his own. In those days, it was mostly small printing **(29)**..... such as letter-heads and photocopying. The business grew rapidly in the mid-1980s with the **(30)**..... of new technology. Nowadays the core photocopying business is high-volume, sometimes up to 300,000 copies for one job, and it often needs to meet **(31)**..... deadlines for commercial outlets. But despite Multicopy's recent success, it has not forgotten its **(32)**....., and part of the everyday **(33)**..... still consists of doing small numbers of photocopies for members of the general public.

Example:

**A** key    **B** answer    **C** recipe    **D** secret

<b>0</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

- 19** **A** relatively    **B** roughly    **C** wholly    **D** nearly
- 20** **A** investment    **B** expense    **C** cost    **D** payment
- 21** **A** go    **B** get    **C** keep    **D** bring
- 22** **A** boost    **B** exceed    **C** continue    **D** expand
- 23** **A** closed    **B** crowded    **C** occupied    **D** filled
- 24** **A** reserve    **B** collect    **C** store    **D** fetch
- 25** **A** lending    **B** providing    **C** stocking    **D** holding
- 26** **A** settled    **B** built    **C** constructed    **D** completed
- 27** **A** taken    **B** put    **C** made    **D** set
- 28** **A** branch    **B** chain    **C** system    **D** series
- 29** **A** duties    **B** actions    **C** jobs    **D** labours
- 30** **A** event    **B** opening    **C** occasion    **D** introduction
- 31** **A** narrow    **B** sharp    **C** tight    **D** steep
- 32** **A** origins    **B** reasons    **C** bases    **D** causes
- 33** **A** duty    **B** routine    **C** method    **D** effort

Test 1

**PART FIVE**

**Questions 34–45**

- Read the job advertisement below.
- In most of the lines **34–45**, there is one extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct.
- If a line is correct, write **CORRECT** on your Answer Sheet.
- If there is an extra word in the line, write **the extra word** in CAPITAL LETTERS on your Answer Sheet.

<b>Examples:</b>	<input type="text" value="O"/>	<input type="text" value="C"/>	<input type="text" value="O"/>	<input type="text" value="R"/>	<input type="text" value="R"/>	<input type="text" value="E"/>	<input type="text" value="C"/>	<input type="text" value="T"/>	<input type="text"/>
	<input type="text" value="OO"/>	<input type="text" value="T"/>	<input type="text" value="O"/>	<input type="text"/>	<input type="text"/>				

**FOOD TECHNOLOGISTS REQUIRED**

- 0** For all the diversity of the people who work at WP Foods, there is one
- 00** single thing that unites to us all: a passion to create something special
- 34** and a determination to be the best in whatever we do. We've been
- 35** producing high-quality foods for over than a century, and we travel to the
- 36** ends of all the earth to create the next generation of foods and drinks so
- 37** as to give delight our millions of customers. And thanks to our dedicated
- 38** staff, our much-loved brands just keep getting on better. We are now
- 39** seeking to appoint as innovators to manage a number of new teams in
- 40** the organisation. Applicants must have qualified a research degree in
- 41** Food Technology plus at least four years' industrial experience. We
- 42** need people with a high level of their team spirit who show themselves
- 43** be capable of explaining technical concepts to non-technical people.
- 44** Those appointed will spend significant amounts of time in other countries
- 45** for seeking new ingredients, but will also have a major influence on  
 change throughout the business.

**WRITING** 45 minutes**WRITING****PART ONE**

- You are the training manager of a company which has won a large export order. You have been asked to organise foreign language training for some of your staff.
- Write a **memo** to staff:
  - explaining why the courses are necessary
  - saying which members of staff should attend
  - announcing when the courses will start.
- Write **40–50** words on a separate sheet.

**Memo****To:****From:****Date:****Subject:**