

Test 1

READING 1 hour

PART ONE

Questions 1–8

- Look at the statements below and at the extracts from five job advertisements on the opposite page.
- Which advertisement (A, B, C, D or E) does each statement 1–8 refer to?
- For each statement 1–8, mark one letter (A, B, C, D or E) on your answer sheet.
- You will need to use some of these letters more than once.
- There is an example at the beginnings (0).

Example:

0 This company is offering a job only on a temporary basis.

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

- 1 This company is known for dealing with problems quickly.
- 2 This company plans to take over other companies.
- 3 This company has as its clients some of the country’s leading companies.
- 4 This company is not turning out as many goods as it could sell.
- 5 The person appointed to this post will deliver assistance to other companies.
- 6 This company wants to change the main focus of its attention.
- 7 This company’s goods are expensive.
- 8 The person appointed to this job will have to show an ability to deal with ever-changing market conditions.

Reading

A

HEAD OF PRODUCTION

Success for this £40 million food production plant has come as a result of clear national market focus, coupled with quality products commanding premium prices. Demand continues to outstrip the ability to produce and new product lines have been enthusiastically received by the market place. To ensure that the business meets its demanding customer requirements in a well-controlled and professional fashion, a Head of Production is now needed to install good manufacturing practices and to ensure that the production staff are moulded more positively into a cohesive and responsive unit.

B

OPERATIONS MANAGER

We are a major stationery company. After years of impressive success in ground-breaking new products and customer relationship development, our present objective is to drive manufacturing processes higher up the agenda and we are now committed to manufacturing innovation. We wish, therefore, to appoint a Senior Operations Manager to impart the very latest in manufacturing development. Drive, enthusiasm and a passion for excellence are required, as is the ability to win a similar response from colleagues at all levels.

C

PROJECT MANAGER

We are seeking to appoint a Project Manager to work on a two-year contract with the fish processing industry. Applicants must have a degree in food science or a business discipline with a minimum of three years' experience, preferably in the seafood industry, and must be able to demonstrate an understanding of the current issues facing the fish processing industry. Duties will include leading a small team of researchers, assessing the needs of client companies and providing them with support, primarily through the organisation of technical workshops.

D

MANAGING DIRECTOR

We are an international packaging and printing group and have ambitious plans for future expansion both through organic growth and by acquisition. We are now seeking a successor to our present Managing Director who is due to retire in three months' time. The successful candidate will have to display technical competence in the industry and will have a demonstrable track record of managing a high-technology business. The new MD will be expected to build on our enviable blue-chip customer base through secure and profitable business-development activities.

E

HEAD OF CUSTOMER SERVICE

We are looking for someone with team management, database and process development skills to head our customer-service department. The person appointed will be responsible for managing operational delivery and performance. He or she will have to demonstrate experience in the management of fluctuating supply and demand situations. The company, a leader in the provision of services to businesses in the telecommunications sector, has a strong reputation for quality and speed of solution delivery. We are poised to implement an explosive growth plan and are targeted to treble in size within five years.

Test 1

PART TWO

Questions 9–14

- Read this text from an article about job interviews.
- Choose the best sentence from the opposite page to fill each of the gaps.
- For each gap (9–14), mark one letter (A–H) on your Answer Sheet.
- Do not use any letter more than once.
- There is an example at the beginning (0).

Interviewing on screen

The problems of global recruitment are disappearing rapidly. The reason for this lies in the technology that could redefine the traditional job interview. (0) *H*..... These give them access to the global recruitment market, enabling them to interview and assess their choice of candidates on screen, for example via video-conference link, CD-ROM display or electronic file transfer.

The development of the use of technology as a method of recruitment has brought considerable benefits to recruitment practices. For example, it means great savings in terms of both time and the travel budget. (9) One problem with face-to-face interviews is that body language is bound to play an important part in them. (10) This necessarily leads to an inherent unfairness in such interviews. Putting distance between candidate and interviewer with the use of a video camera can help to overcome this problem as body language will be less obvious. (11) It could prove an unfair advantage, or possibly disadvantage, if used only with those unable to attend a face-to-face interview.

A great deal has been made in recent years of NLP (neuro-linguistic programming), which

includes the science of body language and its value in job interviews. (12) Others, however, reject the new technology simply because they are afraid of it. The benefits of technology, though, are too great to ignore, when one considers that the best person for a particular job may decide not to attend an interview if he or she has to travel a considerable distance.

Appointing senior executives is increasingly seen as a global business. Companies which intend to select candidates for jobs from a wider pool will have little choice but to bear the cost of overseas travel to conventional interviews, or to embrace the new technology. (13) Inevitably, companies will be seeking more cost-effective ways of recruiting quality candidates, and for this, virtual interviewing may offer a solution.

The greatest value of face-to-face interviews is at the stage of final selection. (14) Nevertheless, there are many positive aspects of using technology as a recruitment tool. Times are changing, and unless the die-hards who ignore new technology change with them, they may find themselves left behind.

Reading

Example:

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

- A At the same time, the economic climate suggests that there is a very real prospect of leaner budgets in future.

B We are instinctively inclined to feel more positive to people who are similar to us.

C However, some experts feel that the main advantage of on-screen interviewing is that it addresses flaws in the conventional interview.

D For this reason there will always be a place for them.
- E For some posts, applicants may be able to choose between a face-to-face interview and an on-screen interview.

F Some people in industry consider this to be a far more reliable approach to selection than a high-tech interview.

G But for it to be completely fair, the on-screen method would have to be used with all candidates.

H Employers now have at their disposal a range of communication tools.

Test 1

PART THREE

Questions 15–20

- Read the following article about different-sized management consultancies and the questions on the opposite page.
- For each question (15–20), mark one letter (A, B, C or D) on your Answer Sheet.

A few years ago, when Carol Nichols arrived as head of human resources with NVCT, the fast-expanding telecoms and software services company, she knew that from day one working with management consultancy firms would be an integral part of her role. 'I had already decided on the kind of consultancies I wanted to employ,' she says. When I started, I was pretty much a one-woman department. So it was important for me to form partnerships to help me support the growth of the department and the company. What I wanted was smaller consultancies with whom I could establish personal relationships – firms which would grow with us, and be flexible enough to respond to our changing needs.'

Paul Eden, Managing Director of NVCT, confirms the desirability of smaller consultancies. 'Larger firms have a tendency to use one person to sell, and another to deliver, with the result that clients may not really know who or what they are buying. With a smaller firm, you are buying the consultant as much as the product – the person rather than the brand.'

Penny White, financial services group Interco's Head of Strategic Management, highlights other advantages of the smaller consultancy. 'A smaller consultancy recognises that it cannot do everything, and is much more willing to work with other preferred consultants for the good of the client,' she says. 'And on fees, smaller consultancies can be less rigid and more cost-effective, simply because their overheads are lower. That is not to say that they need to undercut to win business, but part of a small consultancy's strategy must be to thoroughly investigate how to add value to everything

it does. Larger consultancies are gaining expertise in business psychology and applying it to running change programmes, but they still tend to bring in their own team to implement projects, which means that when they move on, the know-how goes with them, leaving the client with a knowledge vacuum, not the integrated training that small firms, in particular, really need.'

But the larger consultancies do have their advocates. Bill Dawkins, editor of *Consultancy Today*: 'One area where the industry giants have an edge is where major global companies require a standardised service across a number of different countries. Such clients are frequently spending substantial sums of money in consulting engagements and, not surprisingly, they are seeking the reassurance of a recognised and respected brand which they know they can trust to deliver.'

When it comes to choosing which kind of consultancy to use, there is no right or wrong in any absolute sense. By their very nature, smaller entrants are able to move more swiftly than the larger firms. But the question is whether they have the necessary substance and track record behind them to see larger-scale programmes through. Choose a smaller consultancy for pilot implementations where you want 'look and see' solutions in a short space of time. Then turn to a larger firm for full implementation and transformation programmes. Increasingly, the choice between big and small is not mutually exclusive, but complementary. The two often find themselves working together on the same project – creating a combination neither of them can achieve on its own.

Reading

- 15** Carol Nichols preferred to use smaller consultancies because
- A** she had previous experience of them.
 - B** they could develop alongside her company.
 - C** she would be able to have control over them.
 - D** they would improve her department's reputation.
- 16** Paul Eden says one advantage of smaller consultancies is that
- A** clients benefit from continuous individual contact.
 - B** they have a clearer understanding of clients' brands.
 - C** clients feel they get a better return on their investment.
 - D** they are able to sell their ideas to clients more effectively.
- 17** Penny White points out that smaller consultancies can
- A** be flexible about co-operating with other firms.
 - B** spend time researching a wide range of issues.
 - C** provide useful introductions to other firms.
 - D** advise firms on ways to reduce overheads.
- 18** Penny White says that larger consultancies do not
- A** train their consultants to work with smaller companies.
 - B** appreciate the function of psychology in business.
 - C** deliver the results that projects are set up to achieve.
 - D** transfer their expertise fully to their clients.
- 19** According to Bill Dawkins, larger consultants
- A** are able to pass on economies of scale to clients.
 - B** have a deeper understanding of industrial issues.
 - C** represent a more secure investment for some clients.
 - D** differentiate their advice according to country.
- 20** The writer concludes by recommending using smaller consultancies
- A** in situations requiring quick results.
 - B** for monitoring projects' progress.
 - C** in conjunction with each other.
 - D** for the finer details of projects.

Test 1

PART FOUR

Questions 21–30

- Read the article below about pricing policies.
- Choose the correct word to fill each gap from **A, B, C** or **D** on the opposite page.
- For each question (21–30), mark one letter (**A, B, C** or **D**) on your Answer Sheet.
- There is an example at the beginning (0).

Pricing policies

Whenever a product or service is made (0) for sale, one of the most important (21) to be made is the one related to the price to be charged. To have no coherent policy (22) price - merely to ‘think of a number’ - is to (23) trouble.

The basic point as far as pricing is (24) is to answer the question, ‘(25) what level should we pitch our prices?’ A relatively high price (in comparison to the competition) (26) that the product has something special about it not found in the other products. In other words, the customer is expected to pay a (27) for the extra-special qualities to be found in the product. This also applies to services like any form of maintenance or repair work. Unfortunately, it is a well-established economic law that the higher the price, the lower the (28) sold. Nonetheless, both ends of the market can be equally profitable.

The question of discounts is important too. Some organisations offer discounts out of (29) , while others never give any kind of discount. A ‘quantity discount’ can attract customers: the more they buy, the lower the unit price. ‘Prompt-payment discounts’ are another (30) to the customer (usually retailers), whereby if payment is made quickly (say, within ten days), the amount payable is less than it would normally be.

Reading

Example:

A available B convenient C appointed D obtainable				
0	A	B	C	D
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 21 A decisions B considerations C conclusions D resolutions
- 22 A relating B observing C regarding D accounting
- 23 A appeal B welcome C request D invite
- 24 A implicated B concerned C included D referred
- 25 A At B To C By D With
- 26 A expresses B marks C exhibits D indicates
- 27 A premium B bonus C commission D reward
- 28 A mass B volume C bulk D capacity
- 29 A practice B course C procedure D habit
- 30 A inducement B motive C influence D provocation

Test 1

PART FIVE

Questions 31–40

- Read the article below about the importance of the office environment.
- For each question (31–40), write one word in CAPITAL LETTERS on your Answer Sheet.
- There is an example at the beginning (0).

Example:

0

A

N

Beautiful is best

Is your office (0) attractive and comfortable place? Is it specifically designed to ensure that whatever stresses you encounter in the course of your work, your surroundings make life just that little bit (31) bearable? (32) you greeted every morning by cut flowers, the smell of freshly-brewed coffee and a colour scheme that (33) easy on the eye? Or do you have to settle for a desk covered with the pen marks of numerous former employees and a stationery cupboard that can be opened only with a pickaxe?

If the second scenario sounds more familiar, you are by (34) means alone. A recent survey found that 38% of employees feel the interior design of the office they work in prevents them from performing (35) the best of their abilities.

Many employers refuse to entertain the thought of improving and updating their offices (36) of the costs involved. In the long run, however, it might be unwise to be too tight-fisted (37) it comes to employees' comfort. The working environment (38) a direct effect on productivity, and 78% of bosses (39) responded to the survey agreed that a pleasant office is a major influence in attracting and retaining good-quality workers. Employee under-performance can not only spell financial loss; (40) also fuels personal frustration when the employee feels unfulfilled. And it's highly likely that the dissatisfied secretary will look to greener pastures – or cleaner offices.

PART SIX

Questions 41–52

- Read the text below about the hotel industry.
- In most of the lines (41–52) 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.
- The exercise begins with two examples (0) and (00).

Examples:

0	W	I	L	L			
00	C	O	R	R	E	C	T

Poor support for hotel students

0 Is there anyone in the hotel industry who will, instead of just complaining that they
00 can't find reliable, qualified staff, not to mention retain them, is actually prepared
41 to help students with continued professional development? At present time I'm an
42 associate member of a professional body in the hotel management. In order to
43 upgrade to full membership, I decided how to undertake the Professional Certificate.
44 As part of the course, I had requirement to complete an assignment on front-office
45 operations. This seemed straightforward, but I couldn't yet find one establishment
46 that was prepared to allow me to visit and gather the information I required. Some of
47 the 12 hotels I contacted, only two actually had the decency to explain that 'normally
48 it would be OK', but at the moment they couldn't spare the time or staff. Just as for
49 the rest, it was simply 'No'. Would someone please tell to me, and all the other
50 dedicated hospitality professionals out there who are trying to further on their career
51 prospects via continued professional development, exactly how we attain the
52 qualifications that the industry requires us, when the industry seems unwilling to help?