Федеральное государственное бюджетное образовательное учреждение высшего образования
«РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА И ГОСУДАРСТВЕННОЙ СЛУЖБЫ ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ»

Факультет информационных технологий и анализа данных
Кафедра политико-правовых дисциплин и социальных коммуникаций

УТВЕРЖДЕНА

решением кафедры системного анализа и информатики

Протокол от «03» сентября 2019 г.

№1

РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ (МОДУЛЯ)

Б1.Б.03.01 ИНОСТРАННЫЙ ЯЗЫК (АНГЛИЙСКИЙ)

(Индекс и наименование дисциплины (модуля), в соответствии с учебным планом)

по направлению подготовки
38.03.05 Бизнес-информатика
(код и наименование направления подготовки)

Цифровой бизнес
направленность (профиль)

Бакалавр
квалификация выпускника

Очная
форма обучения

набор 2020 г.

Москва, 2019 г.

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1. Перечень планируемых результатов обучения по дисциплине (модулю), соотнесенных с планируемыми результатами освоения программы

Дисциплина «Иностранный язык. Английский» обеспечивает овладение следующими компетенциями:

Код компетенции	Наименование компетенции	Код этапа освоения компетенции	Наименование этапа освоения компетенции
УК ОС-4	способность осуществлять деловую коммуникацию в устной и письменной формах на государственном (ых) и иностранном (ых) языках	УК ОС- 4.3	способность организовать публичное мероприятие с представителями бизнес-кругов с использованием иностранного языка .

Менеджер продуктов в области информационных технологий. Приказ Минтруда России от 20.11.2014 N 915н (Зарегистрировано в Минюсте России 18.12.2014 N 35273)

В результате освоения дисциплины у студентов должны быть сформированы:

ОТФ/ТФ (при наличии профстандарта)	Код этапа освоения компетенции	Результаты обучения
С - Управление серией продуктов и группой их менеджеров. Заказ и анализ результатов технологических исследований в интересах серии продуктов (С/01.6) Разработка бизнес-планов, ценовой политики и стратегии развития серии продуктов (С/02.6) Заключение партнерских соглашений и развитие отношений с партнерами (С/01.3) Управление бюджетом серии продуктов (С/01.4) Управление группой менеджеров продуктов (С/01.5) Продвижение продуктов(С/016) Заказ и контроль выполнения программы проектов по созданию, развитию, выводу на рынок и продажам продуктов серии (С/01.7) Управление патентами на технологии, создаваемые в рамках продуктов (С/01.8) Разработка предложений по приобретению и продаже технологических, продуктовых и прочих интеллектуальных активов и организаций (С/01.9)	УК ОС- 4.3	На уровне знаний: знать: общеупотребительную и терминологическую лексику в рамках оговоренной программой тематики З2–грамматические явления, соответствующие уровням В1 (Intermediate) и В2 (Upper-Intermediate)
		На уровне умений: уметь строить лексически, грамматически и стилистическикорректные высказывания на иностранном языке У2 – строить коммуникативно корректные высказывания на иностранном языке
		На уровне навыков: владеть: лексической, грамматической и стилистической нормами иностранного языка .

2. Объем и место дисциплины (модуля) в структуре ОП ВО

Дисциплина «Иностранный язык» имеет индекс Б1.Б.03.01, объем академических часов 540, 15 з.е., изучается на 1 и 2 курсе со 2 по 4 семестр в соответствии с учебным планом. Количество академических часов, выделенных на контактную работу с преподавателем - 296 часов, на самостоятельную работу обучающихся – 172 часа; форма промежуточной аттестации – зачеты, экзамены.

Для изучения данной дисциплины необходимы знания, умения и навыки, формируемые предшествующими дисциплинами: по русскому языку в объеме средней школы и иностранному языку (уровень А1-А2). Наименования последующих учебных дисциплин: «Социология», «Право», «Маркетинг».

3. Содержание и структура дисциплины (модуля)

№ п/п	Наименование тем (разделов)	Объем дисциплины, час.						Форма текущего контроля успеваемости[4], промежуточной аттестации
		Всего	Контактная работа обучающихся с преподавателем по видам учебных занятий				СР	
			Л	ЛР	ПЗ	КСР		
Тема 1	Корпоративная культура	24		4	12		8	Т1
Тема 2	Работа с клиентами	26		4	14		8	Т2
Тема 3	Продукты и упаковка	28		4	14		10	Т3
Тема 4	Карьера	30		6	14		10	Т1-4
	Промежуточная аттестация -							зачет
Тема 5	Заключение сделок	24		4	12		8	Т5
Тема 6	Бизнес и общество	26		4	14		8	Т6
Тема 7	Слияния и поглощения	28		4	14		10	Т7
Тема 8	Международная торговля	30		6	14		10	Т1-8
	Промежуточная аттестация	36						экзамен
Тема 9	Карьера	24		4	12		8	Т9
Тема 10	Информация	26		4	14		8	Т10
Тема 11	Качество	28		4	14		10	Т11
Тема 12	Обратная связь	30		6	14		10	Т9-12
	Промежуточная аттестация							зачет
Тема 13	Продажи	34		4	14		16	Т13
Тема 14	Новый бизнес	36		4	16		16	Т14
Тема 15	Финансы	36		6	14		16	Т15
Тема 16	Справедливая торговля	38		6	16		16	Т13-16
	Промежуточная аттестация	36						экзамен

№ п/п	Наименование тем (разделов)	Объем дисциплины, час.						Форма текущего контроля успеваемости[4], промежуточной аттестации
		Всего	Контактная работа обучающихся с преподавателем по видам учебных занятий				СР	
			Л	ЛР	ПЗ	КСР		
Всего по дисциплине		**540**		**74**	**222**		**172**	

** – при применении электронного обучения, дистанционных образовательных технологий в соответствии с учебным планом;*

*** – формы текущего контроля успеваемости: опрос (О), тестирование (Т), контрольная работа (КР), коллоквиум (К), эссе (Э), реферат (Р), диспут (Д) и др.*

Содержание дисциплины (модуля)

Тема1. Корпоративная культура

Чтение: Неписаные правила

Словарь: Отделы, должности, обязанности

Грамматика: Прошедшие времена. Советы.

Говорение: Ролевая игра «Встреча один на один». Вежливые советы

Письмо: Отчет о практике

Кейс-ситуация: «У меня проблема»

Тема 2. Работа с клиентами

Чтение: Где находится кол-центр?

Словарь: Личные качества, проблемы, фразовые глаголы, используемые в телефонном разговоре.

Грамматика: Вопросы и побудительные предложения

Говорение: Ролевая игра «Техническая проблема»

Письмо: Формальные и неформальные письма

Кейс-ситуация: «Центр клиентской поддержки в Шотландии»

Тема 3. Продукты и упаковка

Чтение: Неудачно упакованный товар

Словарь: Характеристики и функции

Грамматика: Относительные придаточные, артикли, словосочетания с главным словом существительным

Говорение: Ролевая игра «Презентация нового продукта»

Письмо: Описание продукта

Кейс-ситуация: «Сеть предприятия быстрого питания»

Тема 4. Карьера

Чтение: Выбор карьеры

Словарь: Карьера, навыки и личные качества претендента

Грамматика: Настоящие времена

Говорение: Ролевая игра «Собеседование»

Письмо: CV

Кейс-ситуация: «Годичный отпуск»

Тема 5. Заключение сделок

Чтение: Социальные сети и шопинг

Словарь: словосочетания по теме «Переговоры»

Грамматика: условные предложения, сослагательное наклонение после глаголов recommend, advise, suggest.

Говорение: Ролевая игра «Переговоры»

Письмо: Предложение: опции и запасные варианты

Кейс-ситуация: «Организация выезда сотрудников на побережье»

Тема 6. Бизнес и общество

Чтение: Социальная ответственность компаний

Словарь: Совещание, этика

Грамматика: Страдательный залог и косвенная речь

Говорение: Ролевая игра «На совещании»

Письмо: Отчеты и протокол

Кейс-ситуация: «Перерабатывающий завод в Австралии»

Тема 7. Слияния и поглощения

Чтение: Риски и новые возможности

Словарь: Описание таблиц и графиков. Результаты и последствия

Грамматика: Формы будущего времени. Грамматические средства выражения вероятности.

Говорение: Ролевая игра «Презентация»

Письмо: Текст слайдов

Кейс-ситуация: «Производитель музыкальных инструментов из Южной Америки»

Тема 8. Международная торговля

Чтение: Способы оплаты для экспортеров

Словарь: Платежа, кредит, страховка

Грамматика: Предлоги

Говорение: Ролевая игра «Переговоры»

Письмо: Требования и напоминания

Кейс-ситуация: «Пляжный отель Jeddah»

Тема 9. Карьера

Чтение: Кто платит за образование?

Словарь: Образование и финансирование. Акциональные глаголы для CV. Глаголы, описывающие этапы карьеры.

Грамматика: Глаголы в настоящем, прошедшем и будущем времени.

Говорение: Ролевая игра «Собеседование при приеме на работу»

Письмо: Сопроводительное письмо

Кейс-ситуация: «Бизнес-школа в Румынии»

Тема 10. Информация

Чтение: Как мы относимся к IT

Словарь: Информационные системы и коммуникация

Грамматика: Сравнительная и превосходная степень прилагательных и наречий. Вежливые просьбы и ответы.

Говорение: Телефонный звонок

Письмо: Служебная записка

Кейс-ситуация: «Нигерийский банк»

Тема 11. Качество

Чтение: Что такое качество

Словарь: Стандарты качества (словообразование, прилагательные, описывающие качество, устойчивые словосочетания)

Грамматика: Пассивные инфинитивы и сложное дополнение при глаголе have

Говорение: Ролевая игра «Презентация продукта»

Письмо: E-mail о проблемах качества

Кейс-ситуация: «Польский кооператив – поставщик свежей клубники»

Тема 12. Обратная связь

Чтение: Управление проектом и тим-билдинг

Словарь: Качества характера, разговорные выражения, устойчивые словосочетания по теме

Грамматика: Модальные глаголы с перфектным инфинитивом, условные предложения 3-го типа
Говорение: Беседа менеджера с сотрудником
Письмо: Отчет (функции абзаца)
Кейс-ситуация: Британская нефтяная компания, работающая в Азии

Тема 13. Продажи

Чтение: Маркетинг через социальные сети
Словарь: содержание маркетинга, устойчивые словосочетания по теме
Грамматика: Разделительные вопросы, вопросы с отрицанием
Говорение: Ролевая игра «Поездка для обучения»
Письмо: Рассылки
Кейс-ситуация: «Южно-корейский оператор мобильной связи»

Тема 14. Новый бизнес

Чтение: Новые идеи для бизнеса
Словарь: Финансирование старт-апа
Грамматика: глагол в будущем продолженном и завершенном времени
Говорение: Ролевая игра «Презентация длительностью в 1 минуту. Ответы на вопросы»
Письмо: Краткая информация о компании
Кейс-ситуация: «Ангелы или демоны?»

Тема 15. Финансы

Чтение: Чем занимается бухгалтер?
Словарь: Финансовые документы
Грамматика: Глаголы, выражающие причины и следствия, способность и возможность; артикли
Говорение: Ролевая игра «Совещание»
Письмо: Протокол
Кейс-ситуация: «Чешская компания, занимающаяся заменой автомобильных стекол»

Тема 16. Справедливая торговля

Чтение: Справедливая торговля или свободная торговля?
Словарь: Контракты и корпоративная этика
Грамматика: Глаголы выражающие обязанность, разрешение и запрет. Стилистическая инверсия.
Говорение: Ролевая игра «Мы ищем компромисс»
Письмо: Языковые средства выражения уверенности
Кейс-ситуация: «Поставщик кофе из Гватемалы»

4. Материалы текущего контроля успеваемости обучающихся и фонд оценочных средств промежуточной аттестации по дисциплине (модулю)

4.1. Формы и методы текущего контроля успеваемости и промежуточной аттестации.

В ходе реализации дисциплины используются следующие методы текущего контроля успеваемости обучающихся: контроль. Самостоятельная работа студентов по дисциплине «Иностранный язык (английский)» состоит в

1) выполнении самостоятельных работ в электронной рабочей тетради;
2) подготовке к участию в ролевых играх, заявленных в программе;
3) подготовке к обсуждению кейс-ситуаций, заявленных в программе.

Электронная рабочая тетрадь входит в комплект «The Business 2.0» (B1, B2). Для начала работы с ней необходимо установить программное обеспечение в соответствии с инструкциями производителя и приступить к самостоятельной работе. Данный ресурс обеспечивает автоматическую проверку выполненных упражнений и показывает допущенные студентом ошибки.

Ролевая игра включается в состав каждой осваиваемой темы (секция «Speaking»). Начальная часть подготовительной работы к ролевой игре проводится на занятии и

состоит в прослушивании текстов-образцов, отборе необходимой лексики, отработке ее в коротких монологических высказываниях. Самостоятельная работа студентов состоит в ознакомлении с инструкцией к ролевой игре, поиску информации в сети «Интернет» в соответствии с заданием в учебнике, распределении по группам, если это предусмотрено инструкцией, совместном обсуждении стратегий действия в рамках игры. Результаты самостоятельной работы студентов оцениваются по их участию в ролевой игре, имитирующей ситуацию неподготовленной диалогической речи.

Кейс-ситуации включаются в состав каждой осваиваемой темы (секция «Case Study»). Начальная часть подготовительной работы к обсуждению кейс-ситуации проводится на занятии и состоит в оценке важности предъявленных факторов для обсуждаемой ситуации, освоении необходимой лексики, ознакомлении с письменными документами и информацией, предъявляемой аудиально. Самостоятельная работа студентов состоит в ознакомлении с инструкцией к кейс-ситуации (секция «Discussion»), распределении по группам, если этого требует инструкция, обсуждении в группах предлагаемых проблем, выработке совместных решений и представлении их в виде монологического устного высказывания.

4.2. Материалы текущего контроля успеваемости.

Шкала оценивания текущего и промежуточного контроля

Показатели и критерии оценивания компетенций по этапам их формирования

Наименование темы (раздела)	**Показатели оценивания**	**Критерии оценивания**	**Оценка (баллы)**
1. Корпоративная культура	Тестовое задание 1 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
2. Работа с клиентами	Тестовое задание 2 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
3. Продукты и упаковка	Тестовое задание 3 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
4. Карьера	Тестовое задание 4 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
5. Заключение сделок	Тестовое задание 5 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
6. Бизнес и общество	Тестовое задание 6 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
7. Слияния и поглощения	Тестовое задание 7 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4

			5
8. Международная торговля	Тестовое задание 8 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
Экзамен	1. Результаты тестового задания 8 2. Ознакомьтесь с текстом на иностранном языке и ответьте на вопросы	Менее 50 баллов 2 50-69 баллов 3 70-84 баллов 4 85-100 баллов 5 Текст понят верно, ответы на вопросы полные, речь строится логично с учетом лексической, грамматической и стилистической норм английского языка, ошибки не затрудняют восприятие, используется активный словарь– 5 Текст понят верно, ответы на вопросы полные, речь строится логично в речи присутствуют лексические и грамматические ошибки, не используется активный словарь – 4 Текст понят верно, ответы на вопросы не полные, в речи присутствует большое количество ошибок, словарь ограничен – 3 Текст понят неверно - 2	Среднее арифметическое из 2-х оценок
9. Карьера	Тестовое задание 9 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
10. Информация	Тестовое задание 10 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
11. Качество	Тестовое задание 11 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
12. Обратная связь	Тестовое задание 12 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
13. Продажи	Тестовое задание 13 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
14. Новый бизнес	Тестовое задание 14 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5

15. Финансы	Тестовое задание 15 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
16. Справедливая торговля	Тестовое задание 16 (100 баллов)	Менее 50 баллов 50-69 баллов 70-84 баллов 85-100 баллов	2 3 4 5
Экзамен	1. Результаты тестового задания 16 2. Представьте презентацию, используя следующий график	Менее 50 баллов 2 50-69 баллов 3 70-84 баллов 4 85-100 баллов 5 График описан верно, полно, выводы, сделанные на его основе, логичны речь строится логично с учетом лексической, грамматической и стилистической норм английского языка, ошибки не затрудняют восприятие, используется активный словарь– 5 График описан верно и полно, на его основе сделаны выводы, речь строится логично в речи присутствуют лексические и грамматические ошибки, не используется активный словарь – 4 График описан верно, но не полно, сыводы на его основе не сделаны, в речи присутствует большое количество ошибок, словарь ограничен – 3 График не описан - 2	Среднее арифметическое из 2-х оценок.

Студент получает зачет по материалу 4-х юнитов, если сумма баллов, полученных за выполненные в семестре тестовые задания, не менее 250.

Студент допускается к экзамену в соответствии с локальными нормативными актами Академии

4.3. Формы, методы (средства) промежуточной аттестации.

4.3.1. Для контроля усвоения данной дисциплины учебным планом предусмотрены зачеты *(в соответствии с учебным планом) и экзамены,* которые проводятся в устной форме. Задания содержат вопросы, в которых необходимо использовать теоретические знания и практическое задание, демонстрирующие способностью. Основой для определения оценки служит объем и уровень усвоения студентами материала, предусмотренного программой данного курса и подведения итогов по результатам выполнения заданий текущего контроля успеваемости

4.4. Методические материалы по проведению промежуточной аттестации

Зачет и экзамен проводится в соответствии с графиком учебного процесса учетом проведения мониторинга уровня освоения компетенции по результатам выполнения самостоятельных заданий. Оценивание осуществляется в соответствии со шкалой оценивания, указанной ваше. Студентам, не выполнившим домашние задания и (или) контрольные задания по уважительным причинам, предоставляется возможность их выполнения и сдачи.

Этап освоения компетенции	Показатель оценивания *Что делает обучающийся (какие действия способен выполнить), подтверждая этап освоения компетенции*	Критерий оценивания *Как (с каким качеством) выполняется действие. Соответствует оценке «отлично» в шкале оценивания в РПД.*	Оценка (баллы)
2 этап (код этапа: УК-4.2) Способность организовать публичное мероприятие с представителями бизнес-кругов с использованием иностранного языка .	Самостоятельно планирует и проводит деловую встречу (публичное выступление) с представителями бизнес-кругов. Демонстрирует свободное владение специфической лексикой, распространенной в деловой сфере Демонстрирует знание делового этикета страны контрагента Устанавливает ролевое распределение в группе и распределяет функции и ресурсы для выполнения задания	Встреча проводится в соответствии с разработанным планом Речь грамотная, свободная Слышит собеседника адекватно реагирует на его аргументацию Не допускает речевых ошибок Владеет специфической лексикой, распространённой в деловой сфере Адекватно распределены роли и ресурсы в команде для выполнения задания.	Промежуточная аттестация

5. Методические указания для обучающихся по освоению дисциплины

Освоение дисциплины «Иностранный язык (английский)» рассчитано на 4 семестра. Дисциплина включает 16 тем. На освоение каждой темы отводится 18 часов аудиторной работы и от 2 до 9 самостоятельной. Самостоятельная работа студентов начинается с выполнения лексических и грамматических упражнений в электронной рабочей тетради. Если у студента возникают вопросы по лексике или грамматике, он может обратиться к разделу «Grammar and Practice», «Glossary» в конце учебника или использовать электронный словарь Abby Lingvo (www.lingvo.ru) или электронный словарь Multitran (www.multitran.ru).

При подготовке письменных документов (секция «Writing») обращайте внимание на приведенные в учебнике образцы.

При подготовке к ролевой игре или обсуждению кейс-ситуации обращайтесь к секции «Additional material» в конце учебника. Обязательно используйте активную лексику и грамматику урока, а также лексику, отобранную в ходе аудиторной подготовки к ролевой игре или обсуждению кейс-ситуации.

Работа над каждой темой заканчивается выполнением тестового задания, включающего задания по лексике, грамматике, чтению, письму, аудированию и говорению. При подготовке к тесту можно пользоваться секцией «Review», которая следует после каждого юнита. Перед выполнением тестового задания необходимо также

просмотреть расшифровки аудиозаписей юнита, которые приводятся в конце учебника в разделе «Recordings».

Самостоятельная работа студентов по дисциплине «Иностранный язык (английский)» состоит в

1) выполнении самостоятельных работ в электронной рабочей тетради;
2) подготовке к участию в ролевых играх, заявленных в программе;
3) подготовке к обсуждению кейс-ситуаций, заявленных в программе

6. Учебная литература и ресурсы информационно-телекоммуникационной сети «Интернет», включая перечень учебно-методического обеспечения для самостоятельной работы обучающихся по дисциплине

6.1 Основная литература.

1. The Business 2.0: intermediate student's book. B. 1 / J. Allison, P. Emmerson. - London : Macmillan, 2014. - 159 p.
2. The Business 2.0 : upper intermediate student's book. B. 2 / J. Allison, P. Emmerson. - London : Macmillan, 2014. - 159 p.
3. Моисеева, Т. В. Английский язык для экономистов : учебное пособие для среднего профессионального образования / Т. В. Моисеева, А. Ю. Широких, Н. Н. Цаплина. — 2-е изд., перераб. и доп. — Москва : Издательство Юрайт, 2019. — 157 с. — (Профессиональное образование). — ISBN 978-5-534-09844-0. — Текст : электронный // ЭБС Юрайт [сайт]. — URL: https://www-biblio-online-ru.ezproxy.ranepa.ru:2443/bcode/441972

6.2. Дополнительная литература.

1. Market Leader: intermediate business English student’s book B1 / J. Rodgers – London: Longman,
2. Market Leader: intermediate business English student’s book B1 / J. Rodgers – London: Longman,
3. My Grammar Lab. Intermediate B1/B2 M.Foley, D.Hall – Pearson Publishing House, 2012 – 385 p.

6.3. Учебно-методическое обеспечение самостоятельной работы.

1. Ласковец С.В. Методология научного творчества [Электронный ресурс]: Учебное пособие. – Москва: Евразийский открытый институт, 2010. – 32 с. – URL: http://www.biblioclub.ru/90384_Metodologiya_nauchnogo_tvorchestva_Uchebnoe_posobie.html
2. Радаев В.В. Как организовать и представить исследовательский проект. 75 простых правил. – Москва : ГУ-ВШЭ : Инфра-М, 2001. – 203 с.
3. Панкратов В.Н. Искусство управлять собой: Практическое руководство. – Москва : Издательство института психотерапии, 2001. – 256 с.
4. ПОЛОЖЕНИЕ об организации самостоятельной работы студентов федерального государственного бюджетного образовательного учреждения высшего образования «Российская академия народного хозяйства и государственной службы при Президенте Российской Федерации» (в ред. приказа РАНХиГС от 11.05.2016 г. № 01-2211)
5. ПОРЯДОК освоения в РАНХиГС факультативных и элективных дисциплин (модулей) образовательных программ высшего образования - программ бакалавриата, программ специалитета, программ магистратуры. Приложение к приказу от 26 июля 2016 г. № 02-417.

6.4. Нормативные правовые документы.

1. Федеральный закон от 29.12.2012 N 273-ФЗ (ред. от 13.07.2015) "Об образовании в Российской Федерации" (с изм. и доп.).

2. Федеральный государственный образовательный стандарт высшего профессионального образования по направлению подготовки 38.03.05 Бизнес-информатика (квалификация (степень) «бакалавр»), утвержденный приказом Министерства образования и науки Российской Федерации от «11» августа 2016 г. № 1002.
3. Нормативно-методические документы Минобрнауки России.
4. Устав Федерального государственного бюджетного образовательного учреждения высшего профессионального образования «Российская академия народного хозяйства и государственной службы при Президенте РФ».

6.5. Интернет-ресурсы, справочные системы.

1. Электронный словарь Abby Lingvo (www.lingvo.ru)
2. Электронный словарь Multitran (www.multitran.ru).
3. AnnualReviews [Электронный ресурс]. – URL: http://arjournals.annualreviews.org/.
4. EbscoHost [Электронный ресурс]. – URL: http://www.ebscohost.com/.
5. e-Library.ru [Электронный ресурс]: Научная электронная библиотека. – URL: http://elibrary.ru/.
6. Научная электронная библиотека «КиберЛенинка» [Электронный ресурс]. – URL: http://cyberleninka.ru//
7. ProQuest [Электронный ресурс]. – URL: http://search.proquest.com/index.
8. http://www.hr-training.net
9. http://www.lseptember.ru
10. http://www.tolerance.ru
11. Словари и энциклопедии на Академике [Электронный ресурс] // Академик. – URL: http://dic.academic.ru.
12. Университетская библиотека online [Электронный ресурс]. – URL: http://biblioclub.ru/.
13. Консультант Плюс http://www.consultant.ru/law/hotdocs/t7/

7. Материально-техническое и программное обеспечение дисциплины (модуля)

7.1. Описание материально-технической базы, необходимой для осуществления образовательного процесса по дисциплине (модулю)

Для реализации данной дисциплины (модуля), необходимы специализированные компьютерные аудитории для проведения всех видов контактной и самостоятельной работы. Аудитории должны быть оборудованы компьютерами в соответствии с минимальными техническими требованиями. Количество рабочих мест обучаемых должно быть не менее количества студентов в учебной группе. При использовании виртуальных машин должен быть единый защищенный сетевой ресурс, на котором обучаемые смогут сохранять результаты своей работы. В обязательном порядке в аудитории должна присутствовать проекционная аппаратура, обеспечивающая как показ презентаций по теме занятий, так и демонстрацию работы преподавателя в среде разработки в реальном режиме времени. Оборудование класса должно обеспечивать выход преподавателя и обучаемых в глобальную сеть Интернет для выполнения учебных занятий. К обязательному программному обеспечению для поддержки образовательного процесса необходимо отнести: MS Excel

7.2. Информационные технологии, используемые при осуществлении образовательного процесса по дисциплине (модулю)

При осуществлении образовательного процесса применяются информационные технологии, необходимые для подготовки презентационных материалов и материалов к занятиям (компьютеры с программным обеспечением для создания и показа презентаций,

с доступом в сеть «Интернет», поисковые системы и справочные, профессиональные ресурсы в сети «Интернет»).

Содержание дисциплины размещено на сайте информационно-коммуникационной сети Интернет: ranepa.ru/.

7.3. Необходимое программное обеспечение

Для подготовки презентаций и их демонстрации необходима программа Impress из свободного пакета офисных приложений OpenOffice (или иной аналог с коммерческой или свободной лицензией).

Для контактной и самостоятельной работы используются мультимедийные комплексы, электронные учебники и учебные пособия, адаптированные к ограничениям здоровья обучающихся. Информационные средства обучения: электронные учебники, учебные фильмы по тематике дисциплины, презентации, интерактивные учебные и наглядные пособия, технические средства предъявления информации (многофункциональный мультимедийный комплекс) и контроля знаний (тестовые системы).

Приложение 1.

Part 1 Reading Task 1 15 points

Read the text below about cultural change in companies. Choose the best word to fill each gap from A, B, C or D below. There is an example at the beginning. American President J.F. Kennedy and British Prime Minister Winston Churchill were both ‘nappers’. They had short sleeps – ‘naps’ – during the day to help them work (0) A . It might be just what you need to wake up your company and improve your (1) . Do energy levels drop in the afternoon? Do your (2) seem a bit slow and sleepy after lunch? In Spain the traditional siesta is making a comeback in good companies who want their workers to work smarter, not (3) . These companies are realizing that their (4) work better with a rest in the afternoon. They are more productive, make fewer mistakes and are happier. It’s not a case of decreasing their (5) – they do even more work. In California’s Silicon Valley, hi-tech companies provide chill-out rooms for employees to relax in, along with pool tables and gyms. Even family pets, such as dogs, are allowed to go to work (6) their owners. A New Zealand company achieved change in the company by encouraging staff in one (7) to go home when they had done all the assignments they could do that day, without any loss of pay. Other employers want their employees to take responsibility (8) their own success by letting them set their personal work (9) . Like all these ideas, this only works when everyone in the company (10) believes in the changes. Even the best intentions of written (11) can mean nothing if one person does not follow them. Everyone from the (12) downward should (13) the new rules and follow them themselves. But perhaps the most important thing to remember is to have a good life-work (14) . Go home at five, on time, and enjoy the rest of your life. Take control. Life’s too short to let anyone else (15) it for you.

0 A better B best C good D worse

1 A attitudes B profitability C working D shareholders

2 A employers B employed C employ D employees

3 A hard B harder C hardest D well

4 A company B managers C staff D interns

5 A workforce B workspace C working D workload

6 A by B with C for D together

7 A company B organization C department D place

8 A in B with C to D for

9 A ideas B objectives C criteria D jobs

10 A corporation B structure C subsidiary D department

11 A guidelines B rule C complaints D instructions

12 A project leader B director C manager D supervisor

13 A write B ensure C focus D enforce

14 A situation B routine C balance D plan

15 A set B run C rule D decide

Task 2 10 points

Complete the text with the best form of the verbs in brackets. John Coady (1) (take) his employers to court because his boss (2) (check) on his computer use while he was at work. Coady (3) (find) out that his supervisor (4) (put) a key-logging program on his computer to record what Coady (5) (do). He asked his supervisor what he (6) (do) and his supervisor (7) (threat) to sack him because he (8) (use) the Internet ‘all the time’ and (9) (send) too.

Part 2 Writing

Task 1 5 points

Write an email based on the following brief. Write about 50–60 words. You have just finished a two-month summer placement with an international company. You would like to thank your line manager, Julie Johns, for all her help and support and let her line manager know she did a good job. Write an email to Julie Johns and include the following:

• Thank her for the opportunity to work with the company.

• Thank her for all her support during your placement.
• Identify one occasion where she really helped you.
• Say what you learned.
To: Julie Johns
Cc:
Subject: Thanks
Dear
Part 3 Listening Task 1 1:12 5 points
Listen to Jason and Alex talking. Who says what? For each question, write (J) Jason or (A) Alex.
1 Who doesn't want to stay at home tonight?
2 Who did a placement?
3 Who compares the company to school?
4 Who was glad of something he'd studied?
5 Who thinks doing paperwork is not very interesting?
6 Who learned from a mistake?
7 Who makes a joke about the other person being stupid?
8 Who needs to find a placement for next year?
9 Who wasn't entirely happy with their placement?
10 Who asks for a favour?
Task 2 1.13 5 points
Listen to the talk on counselling and complete the extracts.

Now, (1) , I'll just summarize the three points we've already discussed. … … Secondly, counselling is about listening, not about telling. (2) talking to someone and helping, not about persuading or manipulating. … … And, counselling is about assisting and exploring problems. (3) reassuring someone or solving their problems for them. … … This is where you encourage them to think about the problem and reassess it. (4) to see their situation from a different perspective, so that they can consider the different options for dealing with the situation. … … This is where you help them to choose their own solution and to establish an action plan to (5) .

Part 4 Speaking 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.

A What is important when choosing someone for a placement? • experience • personal qualities BWhat is important when counselling someone? • asking • paraphrasing CWhat is important when writing a report? • clear sections • paragraphs

Приложение 2.

Part 1 Reading Task 1 6 points

Read the article below about call centres. Choose the best sentence from A–G below to fill each of the gaps. For each question 1–6, mark one letter. Do not use any letter more than once. There is an example at the beginning. Outsourcing call centre work to countries like India is increasingly seen as a high risk and low return strategy by some UK companies. (0) G Among the reasons are the danger of fraud, the bad publicity of cutting jobs and, most importantly, customer dissatisfaction. In 2005 there were reports from India of large-scale fraud in call centres. The Cyber Crime Cells in Puna arrested 17 people in a $400,000 fraud case. The workers were able to transfer money from US accounts into their own accounts. (1) Industry representatives in India have already promised to look into these problems and improve data security. They argue though that they have highly competent staff and many satisfied customers. In India the systems for background checks on employees is not as well established as in Britain. (2) An analyst said, 'Banks and building societies will lose people's trust if there are any more such scandals. Security is not as tight in India as it is in Britain. Some people are already checking where call centres are located.' Industry analysts question whether it is sensible to

outsource customer services on the basis of cost alone. Linda Twillings of Bucky Consultants argues that the customer relationship is at the heart of most businesses and the key is to satisfy the customer and deal with any problems – not deal with the volume of calls as cheaply as possible. ‘Of course there are great costs savings,’ she says, ‘but if you outsource your customer care to a third party, then you are putting your entire company future in their hands.’ (3) Although call centre jobs are sometimes seen as low skill and low wage dead-end jobs, in some areas of the UK these positions are highly sought-after and when a call centre closes it can have a big impact on the local community. In Witheringham, the town’s largest employer, a local call centre of a big bank, was closed and moved to Bangalore in India. (4) Customer satisfaction surveys show that people are often very unhappy with the service they get from call centres, whether in the UK or abroad. The British standards Institute (BSI) reports that resolution rates are very low – only at 50% of calls, while the target for the industry as a whole is 85%. This means that people have to call again and again. Typical complaints about the service are having to work through automated menus and then being told there is a queue, not knowing how long you will have to wait, and the high cost of the calls. (5) Call centre staff themselves sometimes have to put up with frustrated and abusive callers who have been annoyed by being on hold, have tried to get through many times, and find the whole process very irritating. (6) The work is often monotonous – answering the phone all day – but it can be challenging when talking a customer through a complicated process, and satisfying when a problem is sorted out. Unsurprisingly, there is high staff turnover in most call centres.

A ‘It had a huge impact on the community,’ said the Mayor of Witheringham. ‘We were doing well, but overnight it was all gone.’

B More and more people are not waiting when they are put on hold.

C The staff have to be cheerful and understanding as many calls are recorded, and if they answer back they can be fired.

D Security consultants had been warning of such risks for years.

E In other cases callers have been tricked into revealing their PIN numbers to the operators, which provides access to their accounts.

F This risk to the company brand is a big factor in some companies not offshoring their call centres.

G This is causing them to rethink plans to move services offshore.

Task 2 7 points

Complete the text by putting an appropriate word from the box into each gap. There is an example at the beginning.

customer support looking process refund service supervisor symptoms technician

Task 2 5 points

Write questions for these answers using the word given.

1 How ?

I’m having problems with my laptop.

2 Can ?

No, nothing happens when I press the on button.

3 What ?

John Smith. S-M-I-T-H.

4 Can ?

It’s WWTO 5689 THHY KLIO 9000.

5 Can ?

OK, I’ll be here until 5pm. Use this number – 872 …

Part 3 Listening Task 1 1:15, 1:17, 1:19, 1:20 16 points

Listen to these four short extracts and write down exactly what you hear. You will hear each extract twice.

Extract 1

Now

Extract 2

All

Extract 3

I

Extract 4

Alternatively,

Task 2 1:27 6 points

Listen to this interview and complete the phrases below with two words. The first one is done as an example for you.

0 But, actually, salaries are not the biggest problem .

1 Two bathroom breaks , and …

2 … like having your own .

3 What's the problem with ?

4 … they would like to send out instructions .

5 … it's not much fun when …

6 … get it straight from the , as they say.

Part 4 Speaking 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.

A What is important when solving a problem? • defining the problem • talking to people involved B What are the advantages of setting up a call centre in India? • low wages • high profits C What is the impact of call centres on industrialized countries? • loss of jobs • higher profit for companies

Приложение 3

Look at statements below and the extracts from an article on product development.Which extract (A, B, C or D) does each statement 1–7 refer to?For each statement 1–7, mark one letter (A, B, C or D).You will need to use some of the letters more than once.

1 Companies should test products with lots of people.

2 There are formal and informal ways of getting ideas for new products.

3 One of the final stages of product testing is exposing it to a trial market.

4 Products should be available in stock before they are introduced into the market.

5 There are three main reasons to decide to develop a product.

6 If forecasts don't predict good profitability for a product, then it should be reconsidered.

7 It is important to test that the company can make enough of the product to meet demand.

A

Ideas for new products can come from many different sources: from customers, from R&D, from competitors, employees, casual conversations and focus groups, or they might be generated by brainstorming teams. Once ideas have been generated, they have to be screened to eliminate any unsuitable concepts which could damage the company. Ideas have to benefit the market in some way, be feasible

to produce (technologically and cost-wise) and be profitable. Once the 'go' decision has been taken for a potential new product, then funds can be allocated for concept development testing.

B

At this stage the company needs to conduct a business analysis which should include ‘what-if’ contingency planning. Full-scale commercial production will then be started before the new product is launched on the market with advertisements and special promotions. The distribution pipeline should be full of the product, ready

for when the consumers rush to the stores.

C

At this stage there will be preliminary market and technical assessments to see if there is a market for the product, see how potential consumers react to the concept and decide how it will be produced and what the estimated costs are. A wide sample of consumers should be surveyed about the product so that the results are valid. If the results are favourable then the company needs to create a business case. The selling price, volume and profitability and breakeven point should be estimated and if the figures

are unfavourable then the product should be reviewed,

re-tested or abandoned.

D

Total product development is the prototype stage where a mock-up is built and tested in typical situations where it may be used. Changes might be made before an initial test run of the product is produced and tested in a test market in real-life conditions. The company may trial the product with trial marketing and this will also test the packaging which the consumer sees, and the transport packaging, if this is different. The production process also has to be trialled to see if the production facilities are sufficient to cope with the production run planned.

Task 2 18 points

Complete the text with a, an, the or (ø) no article. The first two are done as an example for you.

(00) The key to (0) a successful business is marketing. Marketing focuses (1) company’s resources on (2) most promising market opportunities and keeping (3) customer satisfied. There are (4) lot of external factors to monitor, such as (5) interest rates, (6) fashion trends and (7) legal requirements you must meet. This is (8) external environment which you cannot control. You can control (9) internal marketing mix and (10) marketing process. (11) marketing mix is often known as (12) 4Ps. These are product, price, promotion and place.

(13) successful mix of these factors will enable you to match (14) customers’ needs better than your competitors can and this will give you (15) advantage. You need to attract new customers and increase your market share by offering better benefits – perhaps through improved features, or just better promotion – to (16) customer at (17) price which is attractive and make your product available on (18) ____ Internet.

Part 2 Writing

Task 1 5 points

Write an email based on the following brief. Write about 50–60 words.

You have just listened to an interview with Charlie Wang, President of New China Packaging, and it

has completely transformed the way you think about packaging design.

Write an email to Mr Wang and include the following information:

• Say where you heard him speak.

• Thank him for the insight he has given you.

• Say what you will change about how your company designs packaging.

Task 2 5 points

Join these pairs of sentences together with an appropriate relative clause.

1 This is the new product. It was launched last week.

2 This is a low-selling product. We have to relaunch it.

3 Bill Gates is the world’s richest man. He was the chairman of Microsoft Corporation©.

4 Apple© is an American computer company. Its products are beautiful.

5 Google© is a very successful company. It is based in America.
Part 3 Listening
Task 1 1:28 5 points
Listen to the first part of the interview with Charlie Wang. Complete these excerpts with the
number or phrase that you hear. The first one has been done for you.
1 Branding: not enough to make people see your product is the best.
2 Asia: of competitors making the same product in the same city.
3 Packaging: of purchasing decisions are made at the point of sale.
4 Self-service:
that purchase will be made in a self-service context.
5 Customer decision-making: your product has to pitch its promise to the customer in
or less.
6 Costs: with poured into design.
Task 2 1:29–1:34 5 points
Listen to these six people talking about products. What function does each speaker use? Choose
from the options in the box. The first one is done as an example for you.
comparing explaining reassuring (x 3)
recommending
0 The first speaker is reassuring .
1 The second speaker is .
2 The third speaker is .
3 The fourth speaker is .
4 The fifth speaker is .
5 The sixth speaker is .
Part 4 Speaking 5 points
Prepare a one-minute presentation on one of these topics. You have one minute to prepare
your talk.
A
What is important when making a presentation?
• hook
• clear objective
B
What is important when designing packaging?
• differentiation
• task force
C
What is important when describing a product?
• background
• overview of benefits

Приложение 4
Part 1 Reading
Text 1 7 points
Questions 1–7
Look at the statements below and the extracts from an article on work placements.
Which section (A, B, C or D) does each statement 1–7 refer to?
For each statement 1–7, mark one letter (A, B, C or D).
You will need to use some of these letters more than once.
1 The employer should offer their opinion on how successful a student has been on
the placement.

2 You might have to do many different tasks.
3 There are many advantages for students doing a work placement.
4 Doing a work placement will make you more attractive to future employers.
5 You can watch how one person does their work.
6 It is better for a company to employ someone they know already.
7 Doing an internship can help you check if you have chosen the most appropriate career.

A

There are many benefits if you do a work placement or internship. You will have the opportunity to practise your skills in the workplace and you can test your career plans to see if you have made the right decision. You can make contacts for the future, if you make a good impression. You will learn how to take responsibility for your work and how to behave in an environment which is different from being a student. A work placement also enhances the look of your CV (many jobs are unavailable to those with no experience) – and, of course, you'll earn some money.

B

Employers can also benefit from work placements. Students have up-to-date knowledge and skills which can be put to good use on a project. Students are often highly motivated and work hard, and staff and students learn from each other as they do their work tasks. If a student works really well, the employer can offer them a full time job with less risk than with an unknown person. The student will be familiar with the organization and its unwritten rules and will fit in better than someone who is completely new.

C There are different kinds of work placements. 'Work shadowing' means following someone around as they do their work to see how they do it. A general role will mean being involved in many different aspects of work in a department or company and learning how a wide range of things work in the organisation. Taking on a specific role on a project or in a department is more like having a real job and you will probably be responsible for a specific area of work.

D The most important quality the employer is looking for is attitude. When you approach an employer for a work placement you must show that you are enthusiastic and willing to learn. This is more important than previous experience. You will be able to learn from any work experience but it is best to apply for a role which you are interested in and in which you can offer the employer some benefit. You should also expect the employer to assess your work and to offer you a written appraisal of how you performed in such areas as meeting deadlines and dealing with your workload.

Text 2 5 points

Questions 8–12

Read the article below about Global Volunteers. Choose the best sentence from A–E below to fill

each of the gaps. For each question 8–12, mark one letter. Do not use any letter more than once.

Are you bored with the nine to five routine? Are you
looking for a new challenge? (8) If you answered 'yes' to
any of these, then you are who we are looking for.
We need enthusiastic, qualified and passionate people of all
ages to work with us to help in the developing world. We
send volunteers all over the world on one-year placements
to train local people in your skills. When you return home,
your skills remain and enrich the lives of the people you
worked with – how's that for job satisfaction? (9)
We need experts in many different sectors – from
accountancy to project management to teaching. You
will receive a local salary and housing, as well as flights

and medical insurance. And we aren't just looking for professional skills. Your personal integrity, strength and fitness are important, as well. (10) Working closely with local people, you will find the experience extremely satisfying, and you will return home having really achieved something.

This is a really exciting opportunity. You'll be able to test yourself and your knowledge in demanding conditions. (11)

When you return home you'll find employers really take a positive attitude to these experiences on your CV. You'll be seen as being more mature and responsible. (12)

A Your investment in the lives of the people you work with will be an investment in yourself.

B You'll really find out what your strengths and weaknesses are.

C This is an opportunity for you to work with a passion, where you can make a real difference.

D Would you like to make a valuable contribution in an underprivileged area of the world?

E You will be working in difficult situations which are physically demanding.

Text 3 5 points

Questions 13–17

Read the article on being a customer service advisor and sentences 13–17 below.

For each sentence 13–17, mark one letter (A, B, C or D).

Being a customer service advisor in a call centre in India is not sweatshop work. It is highly skilled and not easy to do well. Advisors need to be educated and able to master complex areas such as motor insurance and to be able to deal with many different English accents. Not everyone can cope with this. Some just learn the standard responses and repeat these without real understanding and this causes problems when something unusual or difficult occurs.

Compared with working conditions in other industries in India, the working environment in call centres is extremely good and the wages are high. There is fierce competition for jobs and the best companies attract the best people. Advisors often see working in a call centre as a step up the corporate ladder to a management position or to another job, having worked on their language and customer care skills. Having dealt with the high pressure of taking nonstop calls from the UK in the middle of the night, advisors have proved themselves capable of dealing with a heavy workload.

The job is not an easy one but then many jobs are difficult. Compared with coal mining or industrial manufacturing, the kind of pressures are completely different and different people can cope with different pressures.

Working in a call centre is not just answering the phone. It's being able to cope with many different problems and situations. It is a real skill to be able to sound patient and understanding with equally stressed customers who many have been on hold for a long time and who are calling

because they have a problem which needs to be solved.
13 To be a good customer service advisor you need
A to be able to deal with a variety of challenges well.
B to learn what to say and say it.
C to be able to speak in many English accents.
D to know everything about cars and car insurance.
14 Experienced customer service advisors
A have a choice of career moves for the next stage in their career.
B can all become managers.
C can easily find a job.
D can start to learn English and customer care skills.
15 Experienced customer service advisors have shown that they
A can use the telephone.
B can improve their language skills.
C can work at night.
D can cope well with a lot of pressure and a high volume of work.
16 Jobs in call centres
A are as difficult as coal mining and industrial manufacturing.
B are done by people who could be coal miners.
C do not have the same pressures as coal mining.
D are harder than coal mining and industrial manufacturing.
17 When a customer service advisor talks to a customer, they
A both want to finish the call quickly.
B both have a problem.
C both should be patient and understanding.
D are both under pressure.

Text 4 15 points
Questions 18–32
Read the text below about colours used in packaging.
Choose the best word to fill each gap from A, B, C or D below.
It's been a busy quarter. You (18) one of your main products and it's been a disaster. (19) are down 10%. What went wrong? Did you try to (20) your product too much from the competition? Or not enough?
Have you thought about the (21) colour? In your redesign you changed a lot – perhaps too much?
Colour is a key factor in packaging, especially in today's highly (22) marketplace. When a consumer walks along the supermarket shelves they will take a few seconds to decide what to buy and you need to (23) the worth of your product from three metres away. The packaging should be (24) . It should grab the (25) of the consumer and shout 'Buy me!'. It's not just a case of putting yellow and red 'new and improved' labels on. The whole colour combination of the product and packaging should be considered. The colour combination should be (26) , as some colours are not (27) when put together. The colour should

suit the contents of the package – the background colour of the package should reflect the colour or

properties of the product itself.

Green is seen as environmentally friendly. White and blue indicate freshness, while purple, gold and

black reflect luxury.

Colour should be a prime consideration in product development right from the initial

(28) and should be thoroughly tested with focus (29) and during

(30) studies. Only when you have a package with the right combination of colours,

which reflects the product's qualities and is (31) , should you go into

(32) .

18 A replaced B relaunched C retried D returned

19 A sales B losses C products D stocks

20 A change B alter C adapt D differentiate

21 A pack B box C packaging D product

22 A competitive B competition C compete D uncompetitive

23 A tell B communicate C make D show

24 A eye-opening B eye-watering C eyeful D eye-catching

25 A attend B attentive C attention D attended

26 A efficient B attractive C affect D impact

27 A working B contrasting C impacting D effective

28 A specifications B drawings C mock-ups D prototypes

29 A people B sets C groups D meetings

30 A focus B market C shop D group

31 A distinctive B distinct C distinction D indistinct

32 A producing B production C productive D product

Text 5 18 points

Questions 33–50

Read the article below about unwritten rules. In most of the lines 33–50 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 the line is correct, write CORRECT in the space provided.

If there is an extra word in the line, write the extra word in CAPITAL LETTERS in the space provided.There are two examples at the beginning.

00 In many businesses, an unwritten rule states that a working long hours is A

0 more important than achieving results. In one medium-sized company, CORRECT

33 the boss never leaves the office until it is in dark. Outside in the car park,

34 he checks to see who is still working, and whose office windows are dark.

35 Staff who risk leaving soon earlier now leave their office lights on all night.

36 Other common unwritten rules state that the important boss is always right,

37 even when he's wrong; if you're not at your desk, you're not working;

38 nobody complains, often because nothing ever changes; women, ethnic

39 minorities and the over 50s are not promoted; the customer is the king, but

40 don't tell anyone, because a management are more interested in profitability.

41 Often nobody really knows where these real unwritten rules came from; but

42 like new monkeys, new recruits pick them up very quickly, despite

43 the good best intentions of induction and orientation programmes. The way

44 staff speak to management, to customers and to each other gives out subtle

45 but the strategic clues to an organization's culture, as do the differences

46 between what is said, made, decided or promised, and what actually gets done.

47 New staff quickly learn when their ideas and opinions are listened to and

48 valued, and when it's better to keep them to themselves. They learn which

49 assignments and aspects of their high performance will be checked and

50 evaluated, and whose own objectives and instructions they can safely ignore.

Part 2 Writing

Task 1 10 points

Write an email based on the following brief. Write about 50–60 words. You have just finished half of your English language course. Write an email to your teacher and include the following information:

• Say what you have learned, and what skills you have developed.

• Identify one occasion where he/she really helped you.

• Give your opinion on your strengths and weaknesses as a language learner.

• Say what you hope to achieve in the second part of the course, and how your teacher could help you.

Task 2 10 points

A colleague of yours wants to rewrite their CV. Write some advice for him or her on how they should lay out their CV, and give reasons. Use the notes below to help you. Write about 120 words.

• Name, address, nationality at top.

• Work experience since leaving university. Latest job first.

• Include details of job and responsibilities – why?

• Education and qualifications– start with university.

• Voluntary roles/positions of responsibility – why?

• Additional skills – why? For example?

• References – where? How many?

Part 3 Listening Task 1 1:06 5 points

Listen to Sandra talking about her placement and complete the sentences below with the right number of words. Each space is one word. The first one is done as an example for you.

0 The first day, I arrived at 8.30 and I was a bit surprised …

1 But everybody was .

2 … and I thought, great, I can really do a good job here and, you know, .

3 … I only got home about eight, but, , I wanted to ...

4 … I couldn’t understand why they were giving me these .

5 … I was breaking the .

Task 2 1:23 5 points

Listen to Guess the Product and complete the answers. Five answers have already been done for you.

1 No, it isn’t.

2

3 Yes, you would.

4

5 No, it didn’t.

6

7 No, you don’t.

8

9 No, it doesn’t.

10

Task 3 1:36–1:38 5 points

Listen to these three customer ratings of telephones. Are these statements T (true) or F (false)? The first one is done as an example for you.

Caller 1

0 It is an excellent phone for beginners. T

1 The battery life is the best feature. Caller 2

2 The user needs to use two hands to open the phone.

3 The caller has upgraded to another phone. Caller 3

4 The caller has not dropped the phone.

5 The caller says the problem with the signal is the company's fault.

Task 4 1:44 5 points

Listen to Part 2 of Charlie Schumann talking about career choices. Answer these questions.

1 What four things can make people happy?

2 What are the type of activities that help people forget about everything called?

Part 4 Speaking Task 1 5 points

Work in pairs or threes and discuss one of the two options below.

Option 1 Work placement

Your company has decided to offer a one-month work placement to a small group of business students from the local university. You have been asked to prepare the programme. Discuss the situation together and decide:

• What kind of information you should provide to the students at the start of their placement.

• What kind of work the students could do.

• What kind of evaluation of the programme should be done.

Option 2 Career advice

You are part of a small team set up in your company to offer career advice to junior members of staff. You have been asked to advise Will Smith, who is considering taking a career break. Discuss the options together and decide:

• What are the different options.

• What are the advantages and disadvantages of each.

Task 2 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.

A What is important when talking about a problem to someone you are supervising? • being objective • being friendly B What is important when prioritizing? • important and urgent • urgent but not important C What is important when deciding to buy new software? • compatibility • cost

Приложение 5

Part 1 Reading Task 1 15 points

Read the text below about online shopping.

Choose the best word to fill each gap from A, B, C or D below.Every year in the USA over $150 billion is spent online, but this is only 5% of (1) retail sales in the country. Most people using the Internet for shopping don't actually make a (2) online. Instead they use the Internet for research to find the best (3) deals available, and then they go to that shop, if possible, to make the final purchase.This is all despite the e-tailing promise that shopping online will be (4) and convenient. Convenient it might be, but 30% of all online purchases (5) , which means that there are a lot of disappointed (6) out there. There is also the (7) of credit card security. In Britain there is over £500m of credit card fraud every year and over 25% of that is when stolen credit card details are used on the telephone or Internet to place (8) which the card holder does not find out about until their next statement. As a result of this, many people do not trust websites (9) their credit card details.Other potential customers do not like the way websites track their visits and the way some, like Amazon.com, make suggestions to (10) customers based on their previous purchases. They see this as being (11) , and even a (12) of their privacy. So although online retailers have (13) down prices and can (14) large discounts because they are only taking orders and shipping products from large warehouses, they are still (15) it difficult to turn visitors into paying customers.

1 A on B whole C total D these
2 A buy B purchase C shop D demand
3 A extra B good C make D possible
4 A expensive B cheap C good D quality
5 A fail B work C succeed D bought
6 A buyer B customers C orders D consume
7 A problem B situation C status D issued
8 A products B goods C purchases D orders
9 A for B by C to D with
10 A new B next C returning D excellent
11 A intrude B intruded C intrusive D intruding
12 A protection B violation C entrance D intrude
13 A brought B bring C bringing D bought
14 A ask B gave C suggest D offer
15 A finding B making C saying D seeing

Task 2 5 points

Complete the text with one word in each space. There is an example at the beginning.

A customer logs on to the Internet and looks up a (0) product on a search engine. She clicks on a (1) to a seller's site and then she (2) the site and identifies the product which interests her. Then the customer (3) similar products on other sites before selecting the best offer she can find. She (4) a product and places it in a shopping cart before going to (5)

Part 2 Writing Task 1 5 points

Write an email based on the following brief. Write about 50–60 words.

Your friend Jane Cliffe wants to set up her own personal website. Write an email to Jane and include the following information:

• Ask how her plans are going.
• Suggest some web design essentials.
• Say that you are available to help her more.

Rewrite these sentences, starting with the words given.

1 I told him to order 1,000 pieces initially.
I suggested .
2 Unless I get a big pay rise, I'll leave.
If .
3 I don't care what you wear if you work hard.
Providing .
4 I wouldn't recommend doing that.
I suggest .
5 I might consider it if the money was good.
As long as

Part 3 Listening Task 1 2:07 10 points

Listen to the interview about retailing. Complete these phrases with the next word or words that you hear.

1 Excuse me, madam, ?

2 I'd like you to in some of the opportunties offered by Internet services like Facebook and Foursquare.

3 Actually, I don't need your name, .

4 So, how interested are you and letting your friends know where you are?

5 So you , or go and try on some shoes together?

6 And what about after a certain number of check-ins?

7 Now, how about from stores?

8 I end up spending !

9 And how interested are you in checking in to a ?

10 Anyway, I wouldn't know how. I'm .

Task 2 2:22 5 points

Listen to the first part of the negotiation between Ingrid and Harry. Answer these questions.

1 Why does Harry want to set up an e-business?

2 What three reasons does Harry give for not setting up his own website?

3 What is the advantage of receiving PDF files for the customer?

4 How does Ingrid describe the monthly fee?

5 Which phrase does Harry use to show that they will be partners?

Part 4 Speaking 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.

A What is important when working abroad? • learning the language • preparation reading B What is important when prioritizing? • important and urgent • urgent but not important C What is important when deciding to buy new software? • compatibility • cost

Приложение 6

Part 1 ReadingTask 1 6 points

Read the article below about corporate social responsibility.Choose the best sentence from A–F below to fill each of the gaps.For each question 1–6, mark one letter. Do not use any letter more than once.Corporate social responsibility is all about how your business can make a positive contribution to life in the places where you operate. (1) ____ It is about working in partnership with others to improve the environment and life conditions of the communities you operate in.(2) ____ These can be reduced costs, a better reputation, improved morale and better skills development. Working with the local community can lead to an improved relationship with partners and clients. Projects can lead to innovation and better risk management. It is a win-win situation for both the community and your business, and will enhance shareholder value.CSR starts within the firm in such areas as code of practices governing the giving and receiving of gifts and hospitality, to extending these codes outside the business to your suppliers. (3) ____ It means supporting charities and using company resources – people, time and money – in specific projects with local partners. (4) ____Some analysts argue, though, that we should move away from corporate social responsibility to personal social responsibility. (5) ____Another issue is how the results of CSR are reported. (6) ____ The current situation of short paper-based reports with more information publicly available on the Internet seems to be the standard model to follow.

A It seems unlikely that this will move to being completely based on the web.

B It may be a case of releasing a manager to lend their expertise to a worthy project or developing, funding and supporting a larger scale project.

C Rather than the corporation being responsible, it is everyone inside and outside the company who should contribute what they can to social improvements.

D There are many benefits.

E It is about more than just providing employment for your workers.

F It means recognizing the merit of individual members of staff and being fully transparent with regulatory agencies, customers and the public if something goes wrong.

Task 2 10 points

Complete this text with the correct form of the verbs in brackets.

I (1) (offer) a job yesterday working for BP. They (2) (be) a great company to work for. They (3) (operate) in many interesting countries – last month a new office (4) (open) in Ecuador.The interview (5) (be) really difficult. I (6) (ask) lots of challenging questions.I (7)

(give) a copy of their code of conduct which I (8) (have) to read and learn before I start work, so that's going to be my bedtime reading for a while! I (9) (be) very much looking forward to (10) (work) for them.

Part 2 Writing Task 1 5 points

Write an email based on the following brief. Write about 50–60 words.

You are the mayor of a small town in Slovakia. A large multi-national company has just announced the closure of the factory it operates in your town. 150 people will lose their jobs. Write an email to the director of the factory, Ms J. Johns and include the following:

• Say that you are unhappy with the company's decision.
• Say that promises have been broken.
• Ask her for an urgent meeting.
• Suggest a date and time.

Task 2 6 points

Rewrite these sentences using the beginning of the new sentence given.

1 ICBM are going to make 3,500 employees redundant.
3,500 .
2 The committee asked me some delicate questions about the company finances.
I .
3 We successfully floated the company on the stock market yesterday.
The company .
4 'Last year we gave a dividend to our shareholders of 25p per share,' said the CEO.
The CEO .
5 'As soon as we noticed the problem we took action,' said the spokesperson.
The spokesperson said that
.
6 'Here at the stock market we have been seeing a lot of investment in high technology companies recently.'
According to the stock market, there

Part 3 Listening Task 1 2:30 8 points

Listen to Part 2 of the talk on NPR about Corporate Social Responsibility. Complete these phrases.

1 from the start, we …
2 … we want to be part of the
3 … we get produce and …
4 … and to good staff.
5 … but they're also very .
6 … it doesn't have an immediate …
7 … helps to a positive image.
8 … you have to think .

Task 2 2:39 10 points

Listen to part of a meeting at Phoenix's Head Office in Sydney. Which of these expressions do you hear being used? Tick (✓) or cross (✗) the expressions.

1 Well, that's good news!
2 We all agree we need to keep a watch on that one.
3 They all have problems.
4 Sounds good.
5 There are several plus points.
6 Shall we let Helen finish?
7 Never heard of it!
8 It's possible.
9 It's exactly what we were looking for.
10 Can you bring us up to date?

11 But I don’t think it’s going to be a problem.

12 Any negatives?

Part 4 Speaking 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.

A What is important when thinking about Corporate Social Responsibility? • stakeholders • environment B What is important when considering business gifts? • cost • culture C What is important when chairing a meeting? • agenda • minutes

Приложение 7

Part 1 Reading

Task 1 8 points

Look at the statements below and the financial reports from a newspaper.

Which section (A, B, C or D) does each statement 1–8 refer to?

For each statement 1–8, mark one letter (A, B, C or D).

You will need to use some of the letters more than once.

1 A company’s share price climbed.

2 A company’s costs had dropped.

3 A company almost doubled its profits.

4 A company is confident problems will not stop it making money soon.

5 A company has gone to the wall.

6 A company is making a small profit.

7 A company is losing money.

8 A company’s share price slid then rose and levelled off.

A

Oldies Records reported that sales of its popular MP3 player continued to fluctuate on a month by month basis. Following months of rumours Titanic Enterprises has announced that is has gone bankrupt with debts of almost $4 bn. This was followed by an announcement that Brizal Coffee is now just in the black for the first time.

B

Bradburgers, the new catering giant, announced record revenues in Europe but a poor performance in the USA due to stiff competition from established fast food chains which will hit profits. The share price dipped to $4. Predictor Inc’s share price slumped to a record low of $1.50 from a peak of $15.65 – it stabilized at $2.10. After the market closed Henry Halen announced that 3rd Quarter profits had risen by 46% to a record high.

C

Kylton Electronics shares collapsed today on poor sales of its new home entertainment system, but overall sales of other products remained good. The share price of Tezin Pharma had fluctuated over the last six months but on the news of FDA approval of its new heart drug, shares jumped to $56 in late trading. Nidden PLC reported that operating costs had fallen but that due to lower demand it was cutting back on production of some lines.

D

HoneyWell, the organic food company, announced that the debt incurred from its restructuring had peaked and the company would not go under. The IT company Marks and Angel gave another profits warning and said that it expected to be in the red for the next two quarters before a recovery early next year. JTL Holdings reported higher variable costs and said that it had some problems with cash flow but that this should not affect production and expected that the 4th Quarter should show a return to profitability.

Task 2 15 points

Complete the text with the best form of the verbs in brackets, affirmative or negative. In some cases, more than one tense is possible.

Good morning, ladies and gentlemen. I (1) (ask) you here today to talk about the long-term plans and prospects of Predictor IT. I (2) (be) delighted to be able to announce that predictor IT and EPQ Software (3) (merge). I (4) (have) a final meeting with the chairman of EPQ last week and we (5) (agree) all the details. I am very pleased to say that there (6) (be) any redundancies and we (7) (employ) more people in the future. I (8) (tell) you any more today as there (9) (be) a joint press conference at 4pm today. Even though we (10) (merge) with EPQ this doesn't mean the launch of our new multi-media home entertainment system will be delayed. We (11) (launch) the system next month on time. We (12) (expect) this product to be very successful and that annual profits (13) (rise) by over 10%. EPQ (14) (launch) a new suite of business software next Friday and the long-term prospects for our co-operation are very good. I (15) (see) you at the press conference at 4pm.

Part 2 Writing Task 1 5 points

Write an email based on the following brief. Write about 50–60 words.

Your friend Sam Browne has decided to look for a new job. Write an email to him and include the following information:

• Say he could go freelance and giving reasons for this.

• Suggest he could also start a serious job search and giving some ideas where to start.

• Wish him good luck.

Task 2 7 points

Rewrite these sentences using the words given. Add any other words you feel necessary to communicate the meaning most accurately.

1 Last year our stock market valuation rose by over 45%.

doubled

2 GBH Chemicals has gone bankrupt.

wall

3 As a result of the restructuring, the company is in a much better situation.

to

4 There will be a slight increase in costs.

slightly

5 Because of the lower cost from our suppliers we are making higher profits.

consequence

6 Record revenues have matched our costs for the first time.

broken

7 We hope to make a profit in the next quarter.

Black

Part 3 Listening Task 1 2:41 5 points

Listen to this financial report. Are these statements T (true) or F (false)?

1 One year after the flotation, shares were worth $12.

2 The stock peaked at $50 in 1992.

3 The Nimmco takeover was popular and shares rose sharply by over 40%.

4 The alliance with Haffman meant the share price more than doubled.

5 Oxter's first offer is $5 less than the share price.

Task 2 2:49 5 points

Listen to the early part of the President of Calisto's presentation to the Board of Directors. Complete these phrases.

1 Unless we take action now, we will next year.

2 However, they have achieved this by .

3 … unless there is .

4 Our second option is to follow our friends …

5 … this investment would by …

Part 4 Speaking 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.

A What is important when preparing and using visuals in a presentation? • Too many visuals confuse the audience. • Don't read out text on slides. B What is important when considering a merger? • goals • gains C What is important when considering an 'open enrolment' university course? • course subject • cost

Приложение 8

Part 1 ReadingText 1 8 points

Questions 1–8

Look at the statements below and the extracts from an article on negotiation.Which section (A, B, C or D) does each statement 1–8 refer to? For each statement 1–8, mark one letter (A, B, C or D). You will need to use some of these letters more than once.

1 You should try work out how the other person negotiating feels, and what they want.

2 You need to know what you can use to show movement during the negotiation.

3 Win-win is better for business over a longer period.

4 You need to know if you can stop negotiating if you have to.

5 A win-win negotiation is where the two parties are working hard together.

6 You need to be creative during the negotiation.

7 This type of negotiation is where one party finishes the negotiation in a better position.

8 You should be able to offer something to encourage the other party to reach agreement.

A

There are two main forms of negotiation. Distributive negotiation is where you want to win the negotiation and you must use persuasion to reach your goals. Both parties to the negotiation are looking for a different outcome – both want to achieve what is best for them. This is known as a 'win-lose' negotiation. Integrative negotiation is where both parties are striving together to reach the best compromise solution to the issue and both will achieve something of what they want and offset this against something they do not get. This is also known as a 'win-win' scenario.

Text 2 5 points

Questions 9–13

Read the article below about hotels and business travellers.

Choose the best sentence from A–E below to fill each of the gaps.

For each question 9–13, mark one letter.

Do not use any letter more than once.

What do business travellers want from a hotel? Is it just a room, a bed and CNN on cable? What

more can a hotel offer business customers?

Hotels do not just cater for business travellers, but offer services for tourists and other types of

guests. (9) Business travellers might also be interested in the latest in entertainment like virtual

golfing simulators so they can keep up their game without having to join a golf club.

(10) Ten years ago the TV and mini-bar were all that could be found in hotel rooms. Now rooms

generally have hi-speed or Wi-Fi Internet connections, as well as a large menu of free and Pay TV

options. Even bathrooms are becoming more sophisticated, with extra powerful hair driers, and

make-up mirrors which do not steam up! (11)

In every good hotel there should be a range of hotel services available. You should be able to

exchange money into the local currency and, of course, there is also room service, for when you just can't face eating alone in the hotel restaurant. Some hotels now offer baby sitter services (not usually much use for the business traveller!). (12) After a long day of meetings and difficult negotiations, some business people often just want to collapse on their beds and get ready for the next day or their early morning flight, but for others there is always the hotel bar to relax in.

Security is a major issue in hotels. All rooms should have a spy hole and door chain and the lift door should only open on your floor if you have a card key for a room there. Some lifts now have CCTV in them, monitored from the hotel reception or security centre. (13) In Washington the Hamilton Crowne Plaza has introduced a woman-only floor. The rooms have Danielle Steele and Nora Roberts novels, women's magazines and a special room service menu.

A As modern hotels often have dedicated business centres, with computer, printing and photocopying facilities, it's possible to get a lot of work done at the hotel.

B Others even have a personal shopper for those who need help in the local shops and markets.

C Some hotels have women-only rooms, such as the five-star Grange City Hotel in London, which has 68 rooms reserved exclusively for women after customer research revealed half of its clients were women, and most of them felt vulnerable when travelling.

D These range from spas and beauty treatments, indoor heated swimming pools, saunas and gymnasiums to theatres and games rooms, and can be used by the business man or woman with time on their hands.

E Even though rooms are often equipped with trouser presses and irons, most good hotels offer a fast and reliable laundry service.

Text 3 6 points

Questions 14–19

Read the article on mergers and acquisitions and sentences 14–19 below.

For each sentence 14–19, mark one letter (A, B, C or D).

The theory behind mergers and acquisitions is that the two companies together will be stronger, and shareholder value will be created. Often in economically difficult times stronger companies will buy weaker ones and hope that the synergy between the two companies or the cost-savings which can be made will help the company increase market share or become more efficient. Sometimes companies agree to be taken over because they know they cannot survive in a deteriorating situation. They

might be nearing bankruptcy or might be trying to avoid the threat of a takeover from another company.

Mergers and acquisitions are not really the same. A merger is when two companies agree to form a new company, which then starts trading. When one company buys another this is an acquisition – the buyer's company continues to exist. A third alternative is some kind of alliance when companies agree to cooperate in a market or development of a new product or service.

Mergers of equals do not often happen – often the takeover is called a merger to make it sound better to stockholders and the media. The key difference between a merger and an acquisition is whether the deal is a friendly or a hostile one. If the deal is friendly, then it will often be described as a merger even when it is a takeover. Hostile takeover bids are always acquisitions.

Companies come together for a number of reasons. Of these the most important are staff reductions, economies of scale, and gaining access to key technology and new markets. Most mergers involve job losses, as jobs done in one company are replicated in another one. In a merger of finance and marketing departments, for instance, someone is going to lose their job. Often the CEO of the weaker partner firm loses their job, but departs with a generous compensation package to thank them for agreeing to the merger.

Often the targets of takeovers are smaller and more innovative companies which have unique technology that the larger company wants or needs. By acquiring such companies, the larger company can save R&D costs, have access to innovation and stay competitive.

Companies often try to buy rivals who are operating in different markets or sectors, to increase the reach and size of the company. It is an easy way to enter a new market and avoids all of the costs involved in building up market share. Larger companies can also raise capital more easily than small companies, and with cheaper money can expand even more.

Acquisitions are paid for in cash, stock or a combination of both – a premium of about 10% on the current share price of the takeover target is reasonable. Companies are generally more careful of valuations when cash is involved and less so when the deal is made on the basis of shares.

The dream of every investment banker is to be involved in a takeover battle when two or more companies are bidding to buy a third. In such a situation of bid and counter bid there are huge fees to be made as advisors.

14 According to the text, companies might want to be

acquired when
A they cannot takeover another company.
B they do not want to merge with another company.
C they are in economic difficulty.
D they want to increase their market share.
15 According to the text, a merger is when
A two companies agree to work together to start a new company to provide a new service.
B one of the companies continues to operate after buying the other one.
C two companies become one new one.
D one company launches a hostile takeover bid for another one.
16 According to the text, an acquisition is
A where two companies merge by mutual agreement.
B basically the same as a merger.
C always better for stockholders than a merger.
D where one company takes over another in a hostile bid.
17 According to the text, companies merge because
A they can then spend money on increasing market share.
B CEOs like to agree to mergers and get a generous compensation package.
C they can then reduce costs, widen their market and increase their resources.
D investment bankers like to earn big fees by advising companies to merge.
18 According to the text, companies often acquire competing firms
A because they cannot afford to enter new markets.
B who have desirable new technology or products.
C to raise capital.
D because it is difficult to build up market share.
19 According to the text, investment bankers like
A deteriorating economic situations.
B big, powerful companies.
C friendly mergers of companies.
D hostile takeovers.
Text 4 15 points
Questions 20–34
Read the text below about ethics.
Choose the best word to fill each gap from A, B, C or D below.

Most people think of ‘being ethical’ in business ethics as compliance with laws and financial regulations to avoid (20) . When these are not (21) , as in the case of Enron, the story makes headlines around the world and has a huge negative impact on the people and companies involved.

Most business people are not tempted to commit large scale financial fraud, though, and are

(22) of the consequences. Instead, it is the day-to-day actions and behaviour of individuals which

present the most problems.

As a manager, if you (23) a blind eye to seemingly small matters such as staff taking home office

supplies then you are not (24) yourself with an ethical workplace. Everyone watches everyone

else to see where the ethical boundaries are. You should carefully consider what messages you are

sending by your (25) or inaction, words and attitudes.

(26) the whole there are three areas to consider in everyday business ethics. The first is respect.

Respect for the people you work with; respect for the company resources – time, equipment and

money; and respect for the working environment, which includes obeying laws and regulations.

You should treat the people you work with well – with (27) and honesty – and use the company

equipment for work purposes – that means no personal phone calls.

Responsibility is the second area, and means working well with others – (28) instance doing

your share of the work – and providing high quality services and goods to your customers.

(29) , the ‘The end justifies the means’ argument is not one that an ethical person would use.

Means are as important as ends because good results are important. (30) you achieved the

results by being unethical either morally or legally then you endanger the business and your own

career.

Do not forget: don’t take what isn’t yours. This applies to everything from taking office supplies

(31) as paper and pens to taking the credit for work done by others. Also, (32) you agree to

confidentiality, keep your word. And be able to say that every answer you give is as (33) as it can

be, because if you give (34) information it is bound to affect your future business relationship.

And remember that the excuse ‘Everyone does it’ just doesn’t work, especially in a court of law.

20 A legal B law C lawyers D lawsuits

21 A obeying B obeyed C obey D disobey

22 A careful B respectful C mindful D lawful

23 A see B show C take D turn

24 A aligning B sharing C turning D leaving

25 A words B thoughts C actions D message

26 A To B At C In D On

27 A integrity B pleasant C nice D polite

28 A in B for C to D as

29 A Secondly B At last C Finally D Then

30 A If B Unless C When D Could

31 A seen B good C like D such

32 A providing B could C unless D if

33 A sure B reasonable C accurate D believable
34 A misleading B true C correct D real

Text 5 16 points
Questions 35–50
Read the article below about e-tailing.
In most of lines 35–50, 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 the line is correct, write
CORRECT in the space provided. If there is an extra word in the line, write the extra word in
CAPITAL LETTERS in the space provided. There are two examples at the beginning.
00 Other sites are closely watching how the people navigate a site, THE
0 and testing out what pages or promotions work best with CORRECT
35 different from customer groups. But seller beware: research done
36 by the New York University's Stern School of Business has found
37 most shoppers consider it tracking without their consent a violation
38 of their own privacy. When in a store, a customer has no expectation
39 of privacy. But when someone is shopping there online, he or she is
40 usually at home or unless at work. A sales rep barging into your
41 shopping experience can feel like an invasion of privacy.
42 'This is a lot about expectations,' says NYU Marketing Professor
43 Eric Greenleaf. 'You feel like it's private when you're available at home,
44 as opposed to there being in a store.'
45 E-tailing company Overstock limits chats to about 10% of its customers, even if
46 though sales rise briskly even with customers who are engaged in
47 an interactive sales discussion of products. Says Tad Martin, Senior
48 Vice-president for Merchandising and Operations at Overstock:
49 'We are taking about the conservation approach right now. We don't
50 want to really be intrusive.'
Part 2 Writing
Task 1 10 points
Write an email based on the following brief. Write about 50–60 words.
You have just received the following email from a customer:
To: Customer services
Subject: A Complaint
Dear Sir or Madam,
I placed an order for an FGT25P from your website on 23rd November, hoping it would arrive
by Christmas. It was a present for my nephew. It did not arrive until 5th January, and when it
did arrive the box was damaged and the FGT25P inside was scratched. I would like to return
this to you for a full refund and compensation for the delay and disappointment of my
nephew.
Regards,
Marcus Kiggell
Write an email in reply to the customer including the following:
• Apologize for the problem.
• Explain what caused the problem.
• Say what you will do to solve the problem.

Task 2 10 points

You work for a large company. You have been asked to write a report on the trends in export

sales. Look at the information below and the notes. Then, using all the notes and supporting

figures, write a report to your manager.

Write about 120 words.

2002
10,000 GBP
2003
10,000 GBP
2004
10,000 GBP
2005
10,000 GBP
2006
10,000 GBP
Toiletries (includes toothpaste,
shaving products, shampoo, etc.)
25 31 17 22 27
Perfume 0 5 6 7 18
Handbags 17 23 35 30 29
Shoes 55 40 40 39 41
Hats 3 5 17 19 17
Notes
Toiletries disappointing.
Perfume sales doing very well: over 100% increase over last year.
Handbags – excellent in 2004, doing less well now.
Shoes seem to be recovering.
Hats doing very well.
Part 3 Listening Task 1 2:21 5 points

Listen to this conversation. Tick (✓) the phrases you hear.

1 What are your priorities? 6 I might consider going to ...
2 Could I suggest …? 7 We're making progress.
3 I'd really like to … 8 ... so long as ...
4 I'm sorry, but I'd really like to ... 9 but only if you....
5 I couldn't agree more. 10 now wait a moment

Task 2 2:31–2:36 5 points

Read these sentences and then listen to the speakers. Correct the mistakes in the sentences. There is one mistake in each sentence. The first one is done as an example for you.

0 Ms Belabed complained that 100 (500) people were made redundant and she reminded Mr Bullard that he had promised to create new jobs for the town.
1 Mr Bullard explained that new technologies had revolutionized the factory and that with the new automated machinery there was no need for so many operators.
2 Ms Belabed persuaded Mr Bullard that it was a disaster for the families and asked what he was going to do to help them.
3 Mr Bullard explained that they were setting up an outplacement service and said that he was sure most would find work eventually.

4 Ms Belabed said that some would not find work and that they had a lot of savings and she asked if they were being offered any financial help.
5 Mr Bullard assured Ms Belabed that everyone would receive a redundancy package, and advice and interest free loans were available.

Task 3 2:48 5 points

Listen to this presentation. Tick (✓) the phrases you hear.

1 I'm here today to ...
2 I intend first to ...
3 I'd like to remind you …
4 In addition …
5 However, although there are … there are also …
6 As this graph shows …
7 Now I'll talk about …
8 But before …ing, let's …
9 So, I've talked about …, … and ….
10 In the last part of the presentation, I'm going to …

Task 4 2:51–2:55 5 points

You will hear five conversations. Which of these statements goes with which conversation? Write the number of the conversation, 1–5.

a) A company does not have enough money at the moment.
b) A company suggests using another company as a compromise.
c) A company was surprised by the size of an invoice.
d) A customer is late paying.
e) It's important that they do not find out.
f) The items can be easily broken.
g) The items can be easily broken.
h) They might start doing it all the time.
i) We cannot send them without insurance.
j) We need to know more about them.

Part 4 Speaking Task 1 5 points

Work in pairs or threes and discuss one of the two options below.

Option 1 Ethical policy
Your company has decided to revise its ethical policy You have been asked to prepare a draft. Discuss the issues together and decide:
• What issues are the most important.
• What kind of information should be included in the ethical policy.
• How to present/agree the new policy. Option 2 E-tailing website
You are part of a small team set up in your company to run the new e-tailing website. You want a lot of customers rather than visitors. Discuss the different options to make your website work. Consider the following points:
• ease of use
• tracking customers
• conversational agents and/or chatting online with a rep
• advertising

Task 2 5 points

Prepare a *one*-minute presentation on *one* of these topics. You have *one* minute to prepare your talk.

A What is important when shopping online? • price • security B What is important when being ethical in business? • obeying the law • acting with integrity C What is important when taking care of your employees after a merger? • keeping them focused • keeping them productive

Приложение 9

Miliband to support welfare spending limit and pledge to tackle high rents

Ed Miliband will commit on Thursday to impose a three-year ceiling on any welfare spending not linked to the economic cycle and set out measures to bring down the spiralling housing benefit bill.

The Labour leader will admit the public's faith in the welfare system has been shaken – and promise to ease the burden on the taxpayer by driving down rents, cracking down on low pay and making people work for longer before getting the higher rate jobseeker's allowance.

He will also say unemployed parents will have to do more to prepare for the world of work as soon as their children reach the age of three or four, so long as adequate child care is available.

Labour sources confirmed that Miliband was not likely to reverse the abolition of child benefit for higher rate earners as a result of its broader decision to take the coalition government's current spending targets in 2015-16 as its starting point.

But Miliband will not abandon the long- standing goal of abolishing child poverty by 2020, even though he will admit it is now more difficult and will require methods other than increasing child tax credits.

The Miliband package in Thursday's speech in London is seen as critical to Labour being able to claw back its poll deficit on welfare and show its ability to take tough decisions.

Labour will hope the electorate will focus on the party's decision to take a credible and specific stance on the deficit, after three years of low growth, rather than punish Labour for its apparent volte face by ending three years of criticism of welfare cuts.

The shadow work and pensions secretary, Liam Byrne, said on Thursday that Labour's plan for a cap over three years on social security spending was a cap, and not simply a target. He said it would force the government to engage in long-term reforms necessary to bring the welfare bill down.

But he did not spell out the benefits that would be subject to the cap and those that would be allowed to increase during an economic downturn. He said: "If you have a cap you do not have latitude. You have to get a very quick handle. A cap is a cap and you set your social security budgets within that cap."

He also acknowledged that Labour would not reinstate child benefit for higher rate taxpayers, saying: "If we were in office today that is not a change we would have made, but we are being completely candid that the inheritance in 2015 would be completely bleak. The budget we inherit is our starting point and any changes we make to that budget have to be fully funded. This is a couple of billion quid. That is a large amount of money and there is a big queue of things that we want to get done," he said.

Byrne said the housing benefit bill was the welfare benefit he was most keen to reduce: "If councils had more power to regulate and control prices in the private rented sector then you [would be] creating some income [to put] into building more homes." He denied Labour would go far as reintroducing rent controls.

He added: "We need to put more of the something for something back into the social security system. A lot of people who have put a lot of money in have not got much back when they need it and that is especially true for working families."

David Cameron on Wednesday accused Ed Miliband of "complete weakness" over welfare after Labour confirmed it would not make reversal of cuts to child benefit a priority.

The prime minister said Miliband had condemned the child benefit plans "in the strongest terms" when they were first outlined in 2010. He accused Labour of taking "policy altering substances" and being gripped by utter confusion .
Miliband's speech will promise to "be laser focused on how we spend every single pound. Social security spending, vital as it is, cannot be exempt from that discipline".
He will say the three-year cap will separate the cyclical costs of social security, which rise with economic downturns, from the long-term drivers of extra spending ranging from higher rents to long-term worklessness.
He will propose a switch in spending from subsidising rents mainly in the private sector to extra spending on building homes. He is expecting some of the biggest councils to club together to negotiate lower rents with private sector landlords through measures such as bulk purchasing.
He will say: "We cannot afford to pay billions on ever rising rents when we should be building homes to bring down the bill. Thirty years ago, for every £100 we spent on housing, £80 was invested in bricks and mortar and £20 was spent on housing benefit. Today, for every £100 we spend on housing, just £5 is invested in bricks and mortar and £95 goes on housing benefit."
Miliband wants the contributory element in the welfare system to be strengthened by increasing the level of higher rate jobseeker's allowance for those with long work records.
Some Labour MPs are deeply concerned at the apparent sharp shift away from universalism in Labour's announcements, including on child benefit and the winter fuel allowance. But former prime minister Gordon Brown already made this shift by introducing means-tested tax credits.
Paul Kenny, the GMB general secretary, a potential critic in the union movement, welcomed the plans: "Ed Miliband's commitment to tackle the affordable homes crisis will be welcomed and applauded as the first positive step in dealing with the housing benefit scandal.
"Also, his commitment to tackle low pay, so that taxpayers aren't left picking up a growing bill, such as companies paying the living wage, stopping abuse of zero hours contacts, preventing exploitation of temporary workers and outlawing recruitment only from abroad, are exactly the type of policies that will win working people back to Labour."
Mark Serwotka, the general secretary of the Public and Commercial Services union, said: "The two Eds only appear to be offering austerity-lite, parroting the Tories' divisive striver-versus-skivers rhetoric, but it is exactly these policies that are failing."
Grant Shapps, the Tory party chairman, said: "Ed Miliband's much-trailed welfare speech is completely empty. Labour have opposed every one of our measures to fix the welfare system and have now shown they have no credible alternative."

1. Which shifts are proposed to the welfare system?
2. Why is Ed Miliband criticized?

Текст 2

Rolls-Royce whistleblower speaks out over corruption allegations

Dick Taylor said he had to 'tell the truth' over alleged bribery at aircraft engine maker after feeling 'cheated' by former employer

Rolls-Royce commissioned its own investigation, which found 'matters of concern' in Indonesia, China and other unspecified markets. Photograph: Stephen Morrison/EPA

A whistleblower who raised concerns over allegations of bribery at Rolls-Royce has said he felt "cheated" by his experience at the jet engine maker.

Dick Taylor, who worked at the firm for more than three decades, said he was "depressed" after being told he risked redundancy when he claimed a colleague in Indonesia was misusing a company expense account. Taylor subsequently took early retirement and has been posting his allegations online, ultimately raising the attention of the Serious Fraud Office.

After the SFO raised his and other allegations with Rolls-Royce, the company commissioned its own investigation, which found "matters of concern" in Indonesia, China and other unspecified markets.

In an interview with the Daily Telegraph, Taylor said he felt he had to "tell the truth" after taking early retirement and publishing allegations that Tommy Suharto, the son of the former Indonesian president, was paid $20m (£12m) by Rolls-Royce and given a Rolls-Royce car to persuade the Garuda airline to procure Trent 700 engines.

Referring to his decision to leave, he said: "After I gave most of my life to Rolls-Royce, they cheated me in the end." Taylor worked in Indonesia as a technical liaison manager, with his last stint between 1996 and 2002.

"I was always honest so it really depressed me. I had always been very loyal to the company in countries all around the world," he added. Taylor said the Suharto allegation, relating to a deal in the early 1990s, was "just one example" of corruption at his former employer. Adding that he enjoyed working for Rolls-Royce for more than 30 years in 15 countries, he said: "I always tell the truth."

The allegations emerged last week after Rolls-Royce said it had hired an international law firm, Debevoise & Plimpton, to investigate claims by Taylor and others.

John Rishton, the Roll-Royce chief executive, said: "I want to make it crystal clear that neither I nor the board will tolerate improper business conduct of any sort and will take all necessary action to ensure compliance. This is a company with exceptional prospects and I will not accept any behaviour that undermines its future success."

1. Do you think the actions of the company’s employee were quite ethical?

2. What was the reaction of the management on the company?

Текст 3

Value your employees from the start

Focusing on employees as soon as they join will help keep your staff motivated. Phil Roebuck shares top tips for inductions

It's not advisable to adopt a "one-size-fits-all" approach. Photograph: Adam Butler/AP

Workplace disenchantment is at crisis level, according to a YouGov survey showing that many staff are not feeling valued. For employers who want to keep and inspire their people, there's probably no better place to start than the induction process.

A first-class induction can make it easier to retain the talent you've worked so hard to recruit, and reduce turnover (extremely valuable if you're a smaller business with a limited budget). And

revamping your induction process doesn't have to be expensive – there are non-monetary ways to make staff feel valued – and the long-term benefits will outweigh the costs.

By focusing on new recruits as soon as they walk through the door, you will not only integrate them more swiftly into your organisation but you will maximise morale throughout the team. This means both new and existing employees are motivated and engaged, which can quickly raise performance and productivity.

How should you go about organising an employee induction process? First, you need to decide how long you want an induction to take. This will depend on both the complexity of the job and the background of the new employee, so it's not advisable to adopt a "one-size-fits-all" approach.

Next, think about the design and delivery of the process. The key is to make sure that new starters benefit as much as possible, and so it's crucial to use methods to keep them engaged. PowerPoint presentations and talks, for example, may be appropriate for some aspects of the induction, but try to include practical, friendly activities and interactions as well.

It's important that joiners are given only the necessary information at the beginning and aren't bombarded with facts that are irrelevant to them. They can't be expected to remember everything there is to know about your company on their first day.

Starting a job is always daunting and a new employee is likely to feel nervous when they arrive at your organisation. Get organised, for example by preparing an induction pack with useful information for them, and ensure they are greeted by their manager and other senior members of staff. This will make them feel valued and (provided that everyone is friendly), they will be put at ease.

In addition, be sure to include part-time staff or home workers in the induction of a new employee. Where possible, it's a good idea to train them during hours that closely resemble their contracted schedule and ensure they meet any individuals who they will be handing over to. If you can achieve this, they will feel more integrated within the team.

Another way to encourage positive relationships among staff is to set up a "buddy" system. Coaching is an invaluable part of incorporating new starters into the business, and if you partner them up with existing employees, it can benefit both parties. To get the most out of this scheme, make sure the buddies are happy to take on the role, and trained and motivated to coach effectively.

Arguably, the most important aspect of any induction process is to recognise that you're unlikely to develop a perfect system immediately, especially since what's needed will vary from one new member of staff to another.

But if you monitor the effectiveness of the induction process on a regular basis and analyse the performance and retention of recent recruits, you'll get an idea of which aspects work and which ones don't. Ask employees for feedback so you can look at the organisation from a new perspective.

If you're able to develop an effective induction process, you will strengthen relationships between senior management and other staff, develop stronger internal communications and make your employees feel valued. The people you hire now will be fundamental to the growth of your company and, if you can develop new staff from the start, you'll be at a huge advantage in the future.

1. How can you describe the attitude to the employees encouraged by the author of the article?

2. What is induction and how should it be performed?

Текст 4

US needs a financial system that tackles inequality

The system's focus must shift from speculative and proprietary trading to lending and job creation

After a hard-fought election campaign, costing well in excess of $2bn, it seems to many observers that not much has changed in American politics: Barack Obama is still president, the Republicans still control the House of Representatives, and the Democrats still have a majority in the Senate.

With America facing a "fiscal cliff" – automatic tax increases and spending cuts at the start of 2013 that will most likely drive the economy into recession unless bipartisan agreement on an alternative fiscal path is reached – could there be anything worse than continued political gridlock?

In fact, the election had several salutary effects – beyond showing that unbridled corporate spending could not buy an election, and that demographic changes in the US may doom Republican extremism. The Republicans' explicit campaign of disenfranchisement in some states – such as Pennsylvania, where they tried to make it more difficult for African-Americans and Latinos to register to vote – backfired: those whose rights were threatened were motivated to turn out and exercise them. In Massachusetts, Elizabeth Warren, a Harvard law professor and tireless warrior for reforms to protect ordinary citizens from banks' abusive practices, won a seat in the Senate.

Some of Mitt Romney's advisers seemed taken aback by Obama's victory: wasn't the election supposed to be about economics? They were confident that Americans would forget how the Republicans' deregulatory zeal had brought the economy to the brink of ruin, and that voters had not noticed how their intransigence in Congress had prevented more effective policies from being pursued in the wake of the 2008 crisis. Voters, they assumed, would focus only on the current economic malaise.

The Republicans should not have been caught off-guard by Americans' interest in issues such as disenfranchisement and gender equality. While these issues strike at the core of a country's values – of what we mean by democracy and limits on government intrusion into individuals' lives – they are also economic issues. As I explain in my book The Price of Inequality, much of the rise in US economic inequality is attributable to a government in which the rich have disproportionate influence – and use that influence to entrench themselves. Obviously, issues such as reproductive rights and gay marriage have large economic consequences as well.

In terms of economic policy for the next four years, the main cause for post-election celebration is that the US has avoided measures that would have pushed it closer to recession, increased inequality, imposed further hardship on the elderly, and impeded access to healthcare for millions of Americans.

Beyond that, here is what Americans should hope for: a strong "jobs" bill – based on investments in education, health care, technology, and infrastructure – that would stimulate the economy,

restore growth, reduce unemployment, and generate tax revenues far in excess of its costs, thus improving the country's fiscal position. They might also hope for a housing programme that finally addresses America's foreclosure crisis.

A comprehensive programme to increase economic opportunity and reduce inequality is also needed – its goal being to remove, within the next decade, America's distinction as the advanced country with the highest inequality and the least social mobility. This implies, among other things, a fair tax system that is more progressive and eliminates the distortions and loopholes that allow speculators to pay taxes at a lower effective rate than those who work for a living, and that enable the rich to use the Cayman Islands to avoid paying their fair share.

America – and the world – would also benefit from a US energy policy that reduces reliance on imports not just by increasing domestic production, but also by cutting consumption, and that recognises the risks posed by global warming. Moreover, America's science and technology policy must reflect an understanding that long-term increases in living standards depend upon productivity growth, which reflects technological progress that assumes a solid foundation of basic research.

Finally, the US needs a financial system that serves all of society, rather than operating as if it were an end in itself. That means that the system's focus must shift from speculative and proprietary trading to lending and job creation, which implies reforms of financial-sector regulation, and of anti-trust and corporate-governance laws, together with adequate enforcement to ensure that markets do not become rigged casinos.

Globalisation has made all countries more interdependent, in turn requiring greater global co-operation. We might hope that America will show more leadership in reforming the global financial system by advocating for stronger international regulation, a global reserve system, and better ways to restructure sovereign debt; in addressing global warming; in democratising the international economic institutions; and in providing assistance to poorer countries.

Americans should hope for all of this, though I am not sanguine that they will get much of it. More likely, America will muddle through – here another little programme for struggling students and homeowners, there the end of the Bush tax cuts for millionaires, but no wholesale tax reform, serious cutbacks in defense spending, or significant progress on global warming.

With the euro crisis likely to continue unabated, America's continuing malaise does not bode well for global growth. Even worse, in the absence of strong American leadership, longstanding global problems – from climate change to urgently needed reforms of the international monetary system – will continue to fester. Nonetheless, we should be grateful: it is better to be standing still than it is to be heading in the wrong direction.

1. Why are some citizens of the USA discontent with the present government’s economic policy?

2. What steps could be taken to tackle inequality?

Текст 5

Stewardship moves mining industry closer towards sustainability

Ahead of our live discussion on responsible mining, **Mick Roche** says large-scale mining and its supply chain are making moves towards sustainability, and stewardship will be key to its success

While product stewardship was introduced into other industries in the 1980s and 1990s, in fishing and forestry for example, it wasn't until 1998 that the idea was taken up in the mining industry.

In that same year, Denmark introduced legislation to ban all uses of lead by 2015.

At BHP Billiton – where I worked at the time – we had just finished spending A$600m (£391m) of our shareholder funds developing the world's largest silver, lead and zinc deposit at Cannington mine in north-west Queensland, Australia, and had produced its first tonne of lead concentrate – and on the other side of the world a country had legislated to ban the use of the most significant of the mine's commodities.

Cannington had been designed, constructed and operated on a number of key sustainability principles, not least of which was to ensure that neither people nor the environment were harmed as a result of its activities or its products. The processing and storage at the mine, the road transport from mine to rail, the rail storage and transport and the port storage and conveying systems were all enclosed to limit harmful contact. The first light of day the lead concentrate saw was from the bottom of the ship's hold at the Townsville port.

Various media (including water, soil, air and blood) were also regularly measured to ensure the integrity of this closed system.

However, as I discovered when visiting customers in 1998, the very same lead concentrate that we had handled with kid gloves within our area of management and responsibility was being discharged onto an open berth, transported in open barges and stored in the open at the lead smelter – all of which increased the potential to cause harm.

It was no wonder that member states of the EU were looking at banning the use of lead.

Mankind cannot always change the sometimes hazardous nature of some of the commodities we produce, but we can change the way those commodities are handled, stored, transported and used.

Within 12 months, BHP Billiton had started the Green Lead programme, designed to develop a series of lead management standards that could be applied anywhere in the lead supply chain – from mine to smelter, to battery manufacturer, to automotive industry, consumer and finally to battery recycler.

Supporting the concept of 'zero harm'

The International Council on Mining and Metals (ICMM) says "sustainability is the goal – stewardship is the means."

Product stewardship is about all players in a commodity life cycle or supply chain working together to maximise the value to society from the mining, processing, manufacture, consumption and end-of-life management of that commodity – without harming people and the environment. It requires that each player is responsible for the sustainability of the activity in which they are involved and concerned about what happens to the product upstream and downstream of their activity.

Supporting the concept of "zero harm" to people and the planet is a fundamental component for achieving sustainable development and gives all players the social licence to operate, grow and

to market the commodity. It can help to enhance the reputation of participating companies among investors through socially responsible investment, regulators, NGOs, communities and customers.

Product stewardship can also assist in both keeping markets open as well as expanding them, by ensuring that all parts of the process meet the expectation of buyers, community and regulators.

1. How do you understand the term “stewardsip”?

2. Why is it of such importance in mining industry?

Текст 6

Is overpaying a mortgage preferable to saving?

We could overpay our mortgages by £500 a month, but we wonder whether saving the money might be preferable

Q My wife and I have two mortgages with our lender and we reckon we can afford to overpay them by up to £500 a month. The larger mortgage is on a fixed rate of 5%; the smaller one, a top up to buy our second home, has a much lower tracker rate. Is it a good idea to overpay rather than saving the £500 a month? If it is, which mortgage is financially best to overpay first? **MH**

A Whether overpaying your mortgage(s) is a good idea depends a lot on the shape of the rest of your finances. If you are running a debt on a credit card, for example, or are repaying a personal loan, clearing these would make more sense than overpaying on your mortgage because credit cards and personal loans tend to have higher rates of interest than mortgages. Even if you don't have other debts, a better use of your spare cash might be to build up a financial cushion – of an amount equivalent to three to six months' income – to fall back on in emergencies.

Assuming you already have money set aside for emergencies and don't have expensive debts to service, overpaying on your mortgage can make a lot of sense because it shortens the mortgage term and reduces the overall amount of interest you pay. For example, on a 25-year £100,000 mortgage with an interest rate of 5%, if you were to overpay by £500 a month you would save slightly more than £49,000 in interest and pay off the mortgage about 15 years earlier.

Overpaying rather than saving also makes sense because you would have to find a savings account which will earn a higher rate of interest than you are paying on your mortgage. In the current low interest rate environment, finding a savings account offering the same or more than the 5% interest you are paying on your fixed-rate mortgage is highly unlikely. Once you take tax into account, it could be equally unlikely that a savings account will pay a better rate than the interest you pay on your lower-rate tracker mortgage. For example, a basic rate taxpayer would need a savings rate (before tax) of 3.75% to even equal a mortgage rate of 3%; a higher rate taxpayer would need a rate of 5%, and an additional rate taxpayer would need 5.45%. Looking at the Moneyfacts best-buy tables, the best savings rate on offer is 3%.

As to which of your mortgages you should start overpaying first, on the face of it you should go for the fixed-rate mortgage because it has the higher interest rate. However, fixed-rate deals usually come with penalties for early repayment, so you must check with your lender. It may be that you are allowed to make some overpayments provided you don't repay more than, for example, 10% of your outstanding loan in any one year. If your lender offers this concession and it turns out that the limit is less than the £500 a month you have available, you could use the surplus to make overpayments on your other mortgage.

1. What is the dilemma the people asking the question are concerned about?

2. What does the author think preferable and what reasons does he give?

Текст 7

James Caan: social mobility tsar denies nepotism but employs his daughter

Entrepreneur appointed by Nick Clegg insists that daughter, Hanah, was subject to standard selection procedures

If you're the government's new social mobility tsar and you have spent your first media interview arguing that parents shouldn't give their offspring a helping hand in the workplace, it's probably advisable you don't employ one of your daughters.

That is the situation facing James Caan, the finance entrepreneur and former Dragons Den panellist, a vocal critic of familial nepotism who has embarrassed Nick Clegg, the person who appointed him, by seemingly not practising what he preaches. Perhaps inevitably, Caan defended himself by insisting his daughters got their jobs purely on merit.

The 52-year-old Pakistan-born businessman warned off the dangers of helping out one's children too readily. Speaking to the Daily Telegraph, Caan said it was important to "let the child stand on his own two feet" and not assist them finding a job until "the child has tried everything". He explained: "You are trying to develop your child too; you don't want them to feel as though they don't have to make the effort."

Caan outlined a wider point: "Our job as a society is to make people aware of the consequences of some of the things that we do and the underlying messages that sometimes we send out by some of the actions that we take."

Inevitably, it did not take long for Caan's own underlying message to emerge, principally through the business networking website Linkedin. A profile for Caan's younger daughter, Hanah, explains how the 25-year-old began working for him almost immediately after leaving university and has no fewer than three roles within his business and charitable empire.

It also transpired that his elder daughter, Jemma, now works for a recruitment company in which Caan invests, though that came after four years of post-university work elsewhere.

Hanah Caan's Linkedin profile explains how she has worked as an "adviser" for Hamilton Bradshaw, her father's Mayfair-based private equity vehicle, since August 2009, straight after the end of her business statistics BSc at the London School of Economics. In 2010, she became a trustee of the James Caan Foundation, his charitable enterprise, before in 2012 also taking on an advisory role at the Start-up Loans Company, a government-backed organisation chaired by her father.

In a statement on his website, Caan insisted he believed parents should "encourage their children to explore their own opportunities and define themselves in their own right". He added: "The fact is that parents will always have the innate feeling to help their children into jobs. I'm no different."

In the case of Jemma, Caan said, she "spent four years of pursuing many jobs to establish herself on her own career path" before, six months ago, she joined the company in which he invests. He added: "Despite my involvement she still had to go through a rigorous recruitment process with a

number of different candidates and demonstrate her own abilities."In the case of Hanah, he explained, she "volunteered" for Hamilton Bradshaw after university before submitting her CV and being interviewed for a graduate internship position.

He said: As somebody who is highly experienced in the recruitment sector, I wanted her to understand the challenges of securing a role like any other applicant. At the same time we also interviewed another graduate who submitted their application through the website and they have progressed within the business to management level. Both candidates applied for jobs and submitted a CV and applied for the role using the same recruitment process."

1. What does James Caan think of giving jobs to one's own children?

2. How does he explain employing his own daughter?

Текст 8

Tablet shopping about browsing as well as buying this Christmas

Harrods, Debenhams and ASOS are all extending their branded magazines into the apps world

Harrods Magazine on iPad includes more interactive features

Mobile shopping has been around for a long time: I remember analysts first getting excited about "m-commerce" back in the days when it was all about WAP sites.

Fast forward to 2012, and a blizzard of celebratory press released recently about rocketing use of smartphones and tablets around the Black Friday sales event, as well as bullish predictions for the Christmas season.

In the UK, Deloitte has forecasted £330m of sales directly through smartphones this Christmas, with another £500m coming from tablets, and £3.2bn of in-store sales "influenced by smartphones" as people research products and prices on their handsets.

Adobe's Digital Index 2012 Online Shopping Forecast, meanwhile, expects tablets to account for 8% of total Christmas sales in the UK at the end of 2012, up from 3% in 2011.

Near enough every big retailer has an app to capitalise on this, with the more savvy companies also having slick mobile websites to capture incoming customers from search engines. Meanwhile, online services like eBay, Amazon and Fab are poised for intense pre and post Christmas usage of their apps and mobile sites.

There's another trend happening among some British retailers, too: tablet shopping as more of a browsing and editorial-based experience, rather than purely transactional.

Apps from Harrods, Debenhams and ASOS are three examples for Christmas, all coming more from the contract publishing sides of these retailers.

Harrods gets playful

The Harrods Magazine iPad app digitises the print edition's features, while adding video interviews, fashion-shoot footage and interactive sections to try on virtual makeup. Originally intended for overseas customers, it's attracted 30k readers, many of them in the UK.

"It's not transactional, although it will be eventually," says Deb Bee, editor-in-chief of the magazine. "We know people want it to be transactional. But they also appreciate the fact that it's not a hard sell. We're adding value to the brand, just not in a transactional kind of way for now."

Bee notes that the makeup tester section has been a huge hit with the app's users, while the magazine's team has also put in hidden easter-egg features to raise a smile, like a cartoon mule that runs across the screen when a Mule show was tapped on.

"For the Christmas issue, we've got a feature on easy-to-make canapes, with a stop-frame animation of the ingredients to music. Eeach component dances onto the screen and makes itself into a chocolate pudding," she laughs.

Bee says the app is an extension of Harrods' real-world brand persona. "If you go to the Harrods store, they really do have opera singers singing in the halls, tastings, face painters and all that madness," she says.

"That's one reason why people come to Harrods: it's like retail theatre, and a destination in its own right. And that's what the app is doing in digital form: it's digital retail theatre."

1. Why do major department stores extend their branded magazines on-line?

2. What s the difference in experience of the real shops and on-line services?

Текст 9

Research highlights lack of women in executive roles

Quotas have boosted total of non-executive women directors – but number in senior management stubbornly low

The lack of women in executive roles is highlighted by two reports which also show compulsory quotas to install women in boardrooms have not increased their prospects of running big businesses.

Research for the High Pay Centre and the Guardian shows quotas have boosted the number of non-executive women directors, but left the number in senior management stubbornly low. A separate report by the Association of British Insurers warns that a "key area of concern for shareholders remains the lack of women executives in boardrooms".

The High Pay Centre research, by headhunters Korn/Ferry Whitehead Mann, shows Norway leads the way with 35% non-executive women directors after firms were ordered to ensure that 40% of boardroom seats were held by women from 2008.

However, the number of women in senior management has only risen from 15% to 18% in the past five years, with no female chief executive of any major Norwegian company.

The country with the highest number of female chief executives is the US where there are no quotas but where women are in charge of 20 of the S&P 500 leading companies.

"The research … begs the question as to whether quotas are truly effective in driving material change at the executive level, with many of those European countries that do have board quotas having few female senior leaders, and several having no female chief executives," said Sonamara Jeffreys, managing director of Korn/Ferry Whitehead Mann.

The fresh evidence of the low levels of full-time executives comes less than a month after the business secretary, Vince Cable, called on the eight FTSE 100 companies with men-only boards to improve their diversity. The ABI, whose members control a fifth of the stock market, warns in its report on boardroom effectiveness that the lack of women executives also has an impact on the number of women who become non-executive directors.

"The low number of women on boards is in part a symptom of insufficient numbers emerging at the top of the management structure and the under-representation of women in senior management generally," the ABI said.
"We continue to encourage companies to recognise their role in developing the potential of women in the corporate pipeline," the ABI said.
From 1 October 2013 UK companies will need to disclose the proportion of women and men in boardrooms, in senior executives positions and through out the organisation. The ABI wants companies to begin disclosing the proportion of women they employ and in their boardrooms before then.
The ABI, which remains opposed to compulsory quotas and opposes legislation, argued that legislation would fail to address the underlying issue of how women progress through their organisation.
The High Pay Centre report warned: "There is a danger that appointing women to non-executive board positions is used as window dressing for companies that are doing little to promote women through the executive ranks.
"There is a danger that governments believe they have fixed the diversity issue by introducing quotas on overall board membership whilst not addressing the dearth of women actually running companies."
By comparison, in the UK, which takes a more voluntary approach brought in after Lord Davies recommended women make up 25% of FTSE 100 boardroom positions by 2015, there has been an increase from 11% to 17% in female representation on boards, with women in senior management positions up to 19%. However, the departure of Cynthia Carroll from Anglo American and Marjorie Scardino from Pearson leaves only two women bosses in the FTSE 100 – Angela Ahrendts at Burberry and Alison Cooper at Imperial Tobacco. All except Cooper are American.
Consideration is now being given as to whether such quotas should be introduced for the FTSE 250, where the ABI's research found that 59 companies still had no women on their boards. Eight FTSE 100 companies have no female representation on their boards.
The Korn/Ferry Whitehead Mann research found that the biggest companies in France, Germany, Japan, Belgium and Italy all had no women chief executive.
Other countries with legislation include Spain, with a 40% women quota by 2015. However, since the quotas were announced, female board membership has increased from 7% to just 13% – almost all in non-executive positions, while women in senior management has increased from 7% to 10%.
In Sweden, which also has a target of a 50/50 gender balance by 2010, new rules appear to be working, with 25% of women sitting in boardrooms and the highest number of female senior management, at 22%.
Last month the EU had hoped to introduced mandatory quotas of 40% across Europe. However, this was watered down after opposition orchestrated by the UK, leaving the decision to individual member states.
In the US, where no boardroom quotas exist, just 17% of board members are women – a number which has remained unchanged for the past seven years.
And according to the Catalyst Census of Fortune 500 women board and executive directors, only 14.3% of executive officers were women, the same level for a third year in a row.
They also found that the gender imbalance over pay remains, with female workers making up just 8% of the highest earners in the country.
Non-white women held only 3% of board seats and more than 65% of Fortune 500 companies had no female board members from ethnic minorities at at all.
However, in terms of total women chief executives at the head of major companies, the US tops the worldwide list. There are currently 20 running companies in the S&P 500.

1. What are the statistics for women in executive roles?

2. Why is it considered important that more women should be in top management?

Приложение 10

Task 1 8 points

Read the text below about how managers choose their candidates.
Choose the best word to fill each gap from A, B, C or D below.
There is an example at the beginning.

Despite what many leading employers (0) *A* , many of today's top jobs in the UK (1) candidates from the elite universities. Although they pay lip-service to meritocracy, in reality many managers
will automatically discard those candidates who are not from approved universities.
One of the reasons (2) in support of this practice is time-saving – it is a way of sifting through the first round of applicants. But as this type of favouritism is becoming less acceptable, many companies have found a new way of narrowing their search. They (3) certain universities by sending a representative to promote their own company, thus gaining the attention of those groups
of people they wish to (4) . Not only that, on-campus events mean that potential candidates get to meet people from the company face-to-face. They can then gain essential insider information about attitudes and qualities that the company rates highly.
But how universal is this attitude? In the USA, a similar situation can be found with regard to the Ivy League Universities. The idea that name-dropping of a prestigious university you (5) can help at an interview is widely recognized in the USA, although the more run-of-the-mill institutions
are trying to fight this perception. Even admissions to graduate schools often reflect a bias toward
Ivy League-educated students: nearly one-third of Harvard's Law School (6) students who received an undergraduate degree from one of the eight Ivy League schools (Brown, Columbia, Cornell, Dartmouth, Harvard, Pennsylvania, Princeton and Yale). It is not just higher grades giving
Ivy League graduates an edge. The powerful connections available at those institutions can deliver
lifelong benefits for students too. Studies have shown that the top 20 or 25 private universities (7) in careers, salaries and social mobility.
Those lower down the ranking of universities (8) , claiming that they are giving their students a more realistic grounding in life than can be found at the more elite colleges. But, as in the UK, it seems that it is not necessarily *what* you know that is important, but *who* you know – and where better to meet them than at university?

0 A are claiming B have claimed C will claim D claimed
1 A filled by B filled in by C are filled by D are fuelled by
2 A gave B given C given up D give out
3 A target to B going to target C are targeted D will target
4 A will recruit B recruited by C recruitment D recruit from
5 A attended to B attended C have attended D attended by
6 A is comprised to B is comprised of C comprises of D will comprise of
7 A have predominated B have been
predominated
C have predominated
by
D haven't
predominated
8 A will fight back B are fighting with C have fought back D have fighted back

Task 2 7 points

Complete the sentences with the correct version of the verbs in the box.
The first one has been done for you.
to be laid off to be on assignment to be promoted to be transferred
to give in your notice to join a company to quit to take a sabbatical
After twelve years working at the same company, and with such a stressful position in a dynamic market that is constantly evolving, I decided it was time for a break, and I toyed with the idea of (0) *taking a sabbatical* . I had completed a year of break-neck change, and I had just
(1) , so I wasn't sure if it was the right time. However, my relationships outside
work were beginning to suffer, and I thought I would go mad if I didn't do something. So I went for
the more radical approach and one day I (2) . The company were completely
taken by surprise, and initially offered to give me a pay rise. But my mind was made up: I had decided (3) , and I did. I left the next day! At first I felt fantastic, so free. Soon
after, I (4) a much smaller . The relief from stress was
great! But the market changed, and the company went under. I (5) after only
seven months. So I had to go back to the job market, and start looking all over again. I felt the stress
returning, but this time from a lack of work! I eventually found my present position. It's in a city some distance from my home town, but I hope (6) to the local office soon. It's
not as good as the job I had before, and the hours are less regular, but there is a great deal of variety,
as I (7) , working in other areas of the country.
Part 2 Writing
Task 1 15 points
Write an email based on the following brief. Write about 100 words.
Write a cover letter applying for a dream job of your choice that you have seen advertised. Use dynamic language and the AIDA model used in advertising – attention, interest, desire, action. You
should use four paragraphs:
1 Get the reader's attention
2 Give details of your accomplishments
3 Say why they should hire you
4 Request action

Task 2 5 points
Rewrite these sentences using the correct version of the word in brackets. The first one has been
done for you.
0 I will call later when I think you have received this letter. (*follow up*)
I will follow up this letter with a phone call.
1 In my last job I made the company more profitable. (*optimize*)
2 He was very good at thinking up new ideas for the young people we sell to. (*develop)*
3 Ms Jones has done really well, even better than we first thought she would. (*exceed*)
4 I would very much like to talk to you about some of the ideas I have. (*present*)
5 In his two years at our company Andy Fielding has managed to get more than two times the number of customers. (*double*)
Part 3 Listening
Task 1 1:11 5 points
Listen to Bob talking about career choices. Are these statements true or false? Circle the correct
answer.
1 Bob started his company five years ago. True / False

2 Jack used to work as a manager for a soda manufacturer. True / False
3 Their disagreement was over strategy. True / False
4 The board fired him. True / False
5 He plans to invest the money in a new company. True / False
Task 2 1:23 5 points
Listen to the talk by Radu Ionescu, and complete the following excerpts.
1 As you know, institutions like MBS now complete in a .
2 Either we sit back and watch the brightest students and the best professors fly away to Massachusetts, Paris, Barcelona or London, or we ,
and new ways to be more competitive in the global marketplace.
3 We have chosen to a five-year plan to make MBS a truly
international business school.
4 We are also counting on you to identify and promote the USPs, the
5 This would have the immediate effect of .
Part 4 Speaking **5 points**
Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.
A
Cover letters: what potential employers look for in cover
letters.
B
Education: what benefits can be gained from attending a
business school?

Приложение 11
Part 1 Reading
Task 1 8 points
Look at the statements below and the extracts from an article on Virtual Organizations. Which section (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).
You will need to use some of the letters more than once.
1 In order to succeed, VOs need to find ways of solving difficulties that arise when different companies, who deal with things in diverse ways, have to solve problems together.
2 The security of any company can be compromised by new communication tools.
3 Some companies can find it difficult to keep pace with advances, to the disappointment of new and younger employees.
4 One of the essential components of building a successful virtual team has been the understanding of the methods available to contact each other, and the effective use of these.
5 If companies do not respond to the development of international links they will lose their competitiveness and subsequently fail.
6 More mature employees have sometimes found themselves at a disadvantage because of the speed of change in the modern workplace.
7 Because VOs cannot exist physically in the same place, problems arise of how to build understanding between the different companies.
8 VOs owe their existence to the improvements in modern electronic forms of contact.
A
As the global business environment grows more competitive, many firms are joining forces with a series of other firms, creating a number of independent alliances which have been called virtual organizations. This has only been made possible by advances in information and communication technologies where working relationships can be built and trade practised with no physical contact.
B

Forming virtual organizations (VOs) involves developing strategies to deal with the problems of working withininter-organizational teams. Certain skills have been identified as important by universities developing these systems, and these have been listed as critical thinking, analytical methods, ethical problem solving, stakeholder analysis and writing policy.

C

A problem that has been identified as a potential barrier to effective communication has been the issue of trust between new team members, and a lot of this has been related to understanding how communication and product development can work effectively in a virtual workspace. The ease of access to and the comprehension of the scope of the communication tools available are key to developing a successful team.

D

In studies of VOs and other advances in the business world it is undoubtedly the more youthful workers who are adapting to such rapid changes in the workplace. Their ability to embrace change and adjust to technological forms of communication gives them an enormous advantage over their more mature colleagues. Young people entering the workplace today have grown up with modern technology and are fully accustomed to using it. In fact, in some workplaces they may even feel they are taking a technological step backwards when facilities which they are used to having are not available, like wireless devices. They automatically use these devices as a means of multi-tasking.

E

But even great new technology has its downsides, as security becomes more and more threatened by ungoverned use. Instant Messaging (IM) has seen rapid growth in the office workplace, and has been praised for its speed and usefulness, as it is much faster than email and the phone for quick queries between office locations. However, information that is shared via IM can be stored and read by others, and it has been suggested that company security policies which exist for telephone and radio communications should also be developed for instant and text messaging. Network management tools exist to detect and control IMs and other peer-topeer connections. It also has the ability to block specific features that could possibly leave users open to security vulnerabilities.

Task 2 7 points

Choose from the list of words in the box to complete the text. You will not need all the words.

advance application bug crashing deleted fall down goes down hard-disc failure install PCs server set up tablet PCs upgrade virus It is with regret that I have to tell you we are far from satisfied with the after-sales service and support we have received from your company. Our company is small, with no in-house IT department, so we rely on you to maintain our computing systems. Since asking you to (1) our operating system we have had nothing but problems. Our entire system keeps on (2) because of incompatible software applications provided by you. This causes serious delays as our staff can do little when the whole system (3). Despite your firewall protection, a serious (4) has entered the network, causing enormous damage, and several important documents have been (5) , which has had severe financial implications for us. Our original plans were to purchase further hardware from you to help mobilize our workforce, such as (6) , and to (7) a wireless connection through your company, but in light of our experiences we do not intend to proceed with this until you can demonstrate agreat improvement in your services.

Part 2 Writing

Task 1 15 points

Write an email based on the following brief. Write about 100 words.

You are away at a conference, but there was a request form that went round asking for IT upgrades.

You have realized that you have forgotten to submit your form, and you want your colleague to give

in a handwritten emergency request. It will mean more work for her, but if you miss out on the upgrade you will have to wait six months for the next one. Your workload has increased recently and you need to have a laptop. Write a polite request to your colleague asking her to do this for you
and explaining why.

Task 2 5 points

Rewrite these sentences using the words given. The first one has been done for you.

0 If there was a takeover, lots of people would lose their jobs (*in the event/would be*)
In the event of a takeover, many jobs would be lost.

1 Please remember to sign in when you arrive at reception. (*staff/reminded*)

2 If sales do not improve immediately, it will severely affect our profits. (*forthwith/affected*)

3 We need to solve our cash flow problems, so we thought we could sell off some of our assets. (*with a view to alleviating/sold off*)

4 Please remember to switch off all the machinery when you have finished. (*imperative/ switched off*)

5 Thank you for continuing to work hard for us. (*continued/is appreciated*)

Part 3 Listening

Task 1 1:29–1:32 5 points

Listen to these four messages and answer the following questions.

1 Where does Ebony Brooks work?

2 What was she in the middle of when everything went wrong?

3 What happens when Maurice logs in?

4 What does Martha want to do?

5 What was Lincoln Thigpen doing when his presentation slides disappeared?

Task 2 1:42 5 points

Listen to Tonye talking about Saul Finlay, and correct the mistakes in the following sentences.

1 We appointed Saul Finlay because he's a very bright, very ambivalent young man.

2 He's irritating some of his colleagues, but as he says, you don't make an omelette without breaking legs.

3 Of course I'm worried about stuff turnover and downtime casts, and so is Saul.

4 Our transactions have increased by 14 per cent since he joined us.

5 We need to invest on the new equipment he's asked for.

Part 4 Speaking 5 points

Prepare a one-minute presentation on one of these topics. You have one minute to prepare your
talk.

A
Technology: how will it affect your future workplace?

B
Memos: what is important when writing memos?

Приложение 12

Part 1 Reading

Task 1 7 points

Look at the four extracts below on Total Quality Management, followed by seven statements.

Which extract does each statement refer to? Mark one letter (A, B, C or D) beside each statement 1–7.

A

To understand how to deliver quality, you have to understand your customers. Customers now have the power to choose. Every time a customer deals with a company they have an experience

that influences their choice to deal with the company. They no longer just expect their basic requirements to be met; they now expect them to be exceeded. Everything that is done in the company has an impact on the performance of the business, its compliance with regulations and ultimately customer satisfaction, and much of this is beyond direct control. The management must involve all the functions and departments within the business in order to take ownership and to buy-in to the principles of Total Quality Management (TQM) and to understand the benefits it can bring.

B

Defining business objectives requires effective coordination of processes and activities across the business that starts with a shared understanding of business goals and co-operation between all departments and all personnel. When everyone is actively involved in identifying opportunities for continual improvement in a way that values their input, their stake in delivering the results is noticeably greater, and you know the culture is right to take the business to the next level.

C

In today's globally competitive and regulatory driven marketplace business management systems and standards are serious stuff. The problem is to identify the key processes, standards, legislation and critical issues for the business, to implement sensible systems, to ensure that the company complies with them and to continually improve performance. Business management systems cross all departmental and organizational boundaries and sometimes create friction within a business.

D

Highly successful businesses are innovative, gain access to relevant knowledge, gain larger and more sustainable contracts and measure, monitor and continually improve their business processes in a systematic way. They ensure that each section of the business operates in the most efficient and cost-effective way. 1 When employees feel appreciated, they will make a greater investment into the quality issues of the company.

2 If a company is innovative, this will lead it to outperform rivals.

3 Management should make quality choices based on what the customer wants.

4 Successful businesses are continually improving their processes.

5 All employees should comprehend what the company is trying to achieve.

6 Because of the range of TQM across all areas of the company, disagreements can occur.

7 Controlling all aspects of how the business operates is very difficult.

Task 2 8 points

Complete this text with the correct form of the verbs in brackets. The first one has been done for you.

It (0) *has been brought* (*bring*) to our attention that a number of items from the flat-pack furniture range that (1) (*purchase*) from the South London branch (2) (*return*) because of unsatisfactory performance. Complaints have included lack of all necessary connecting screws and bolts and damaged wooden panels. An investigation of the origin of the complaints (3) (*undertake*), but this issue (4) (*must take*) seriously by all staff. One flat-pack wardrobe collapsed in a child's bedroom, and a tragedy could (5) (*occur).* Is it a problem of management and supervision, or are the packing machines at fault? Does this coincide with the arrival of the new manager who (6) (*appoint*) three months ago? It is his responsibility to make sure that all machinery (7) (*serviced*) regularly. A full report (8) (*expect*) at the next meeting scheduled a week on Monday where we hope the answers will be forthcoming.

Part 2 Writing

Task 1 15 points

Write an email based on the following brief. Write about 100 words.
You and a friend both bought the same outdoor play equipment for your children from a large retailer. When you got yours home there were parts missing, so it was impossible to assemble. Write an email to your friend explaining what was missing, and the problems you subsequently had
trying to get a refund, and asking if they had any problems.
Task 2 5 points
Write passive questions for the short answers. The first one has been done for you.
0 Your car/service/now? Yes it is.
Is your car being serviced now?
1 Reports/write? No, not yet.
2 Do you think/the targets/reach by next week? Probably not.
3 When/your computer/upgraded? Two months ago.
4 You/ask/to attend the conference? Yes, I have.
5 The email/receive/by the time he call? No, it hadn't.
Part 3 Listening
Task 1 1:47–1:49 5 points
Listen to the three speakers talking about quality and answer the following questions.
1 With Speaker 1, what phrase expresses the plan to spend a lot of money?
2 What two things does Speaker 2 do as a way of improving a product?
3 In what other way, apart from conforming to technical specifications, does Speaker 2 produce a quality product?
4 What things does Speaker 3 check are in place and are being followed?
Task 2 1:55 5 points
Listen to Marc's presentation, and explain what the following numbers refer to.
1 10
2 70
3 28
4 44
5 20s
Part 4 Speaking 5 points
Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.
A
Delivering presentations: make and break factors which will
affect good delivery.
B
Writing procedures: how to write clear and concise directions
or instructions.

Приложение 13
Part 1 Reading
Text 1 17 points
Questions 1–17
Read the text below about technology in the workplace.
In most of the lines 1–17 there is mistake. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If the line is correct, write CORRECT in the space provided.
If there is a mistake in the line, write the mistake in capital letters in the space provided. The first two lines have been done for you.
00 In today's marketplace, the idea of improving productivity is the *CORRECT*
0 number one of priority for managers. But there is a problem that *OF*

1 come with the modern workplace. How can a person's output be
2 controlled with all the external attractions provide by new
3 technology? How many consumer devices and services are sitting
4 at that desk, along side with the employee?
5 How do they get there? They are to be find in the pocket, purse
6 and briefcase of the the most innocuous-looking individual. But with
7 every iPod, USB drive or Skype download, there's a potentially for
8 the loss of data, system corruption or even hacker intrusion. Even
9 the most innocent devices like mobile music players can be use to
10 covertly download gigabytes of confidential information on no time
11 at all. However, before irate managers demand a full ban in the use
12 of such equipment, be reassuring that consumer technology, when
13 used correctly, can be exploited to boost innovation and cut off
14 technology costs in a company. The key to this was to let those
15 technology-minded people have more freedom with the gadgets
16 they are allowed to use, but in the same time let them assume the
17 responsibility for helping kept the network secure.

Text 2 7 points

Questions 18–24

Read the article below about good management techniques.

Choose the best sentence from A–G on the next page to fill each of the gaps. For each question

18–24, mark one letter. Do not use any letter more than once.

What makes a good manager? What is management? (18) It is important to recognize that it focuses on the results of teamwork rather than individual efforts. You need the ability to coordinate the work of others, while being held accountable for their work. (19) Successful managers should have some level of skill in all these areas, but the best ones can recognize their own weaknesses and delegate to back up those skills which are weaker.

Arguably what you are doing as a manager is building an effective team – whether it is made up of two or 200 people. Teamwork is based on the ability to relate. (20) You can be effective with people using common sense and a few fundamental principles. The ability to project a vision which is inclusive is essential. (21) What is also important is to build up a feeling of trust. If someone is asked to make a commitment, they weigh up the pros and cons, and then make a decision whether or not to continue. (22) If, however, managers show an understanding of, and a willingness to take part in both the risks and the rewards, the foundations are built for trust. And with trust comes participation. If the manager has successfully reached this stage, the final step is to develop an agreed strategy for reaching the vision. (23) Consensus most often occurs when those involved feel that they have been able to express themselves, and most importantly that their responses have been considered, regardless of what the final decision may be. (24) A This should be decided by the team members themselves, as they are the ones to carry out the strategy, but if you have arrived at this stage, cooperation should be forthcoming.

B If that process is undertaken without any form of support or recognition of the risks (particularly
of failure), it is highly unlikely that the manager will achieve whole-hearted commitment from team members.

C To manage effectively you need to be able to employ human, physical and financial resources to achieve organizational goals.

D Working well in any team generates enthusiasm and positive attitudes, which lay excellent groundwork for goal achievement.

E Effective teams may well have participated in discussions representing different viewpoints, but this should result in increased team awareness and knowledge, and therefore a more secure and

well-grounded consensus decision.
F The jobs of the manager are various, but can be summarized as planning, organizing, motivating, coordination and assessment.
G The vision should offer a challenge and give a sense of personal pride when it is reached, so there must be some way to measure its success.

Text 3 10 points

Questions 25–34

Read the article below about interview techniques.

Choose the best word to fill each gap from A, B, C or D below.

It would be a rare person indeed who (25) enjoying the interviewing process, but knowing how to deal with some of the worst situations can help confidence, and therefore (26) performance at that critical moment. One of the most (27) asked questions is the one that asks you to "Tell me about yourself". If you are unprepared, this can cause at the least silence, while thinking where to begin, but it should really be grasped as an (28) to deliver a succinct summary of information that is specifically targeted at the job in question. You should not assume that the interviewer is in any way interested in personal aspects of your life, unless they could have a significant positive impact on the role you are interested in.

Almost as popular is the recurring "what are your weaknesses" question. This can act as a trap wherein the candidate, because of wanting to present their (29) side, and not offer anything that could be detrimental to the application, may offer a weakness that is inconsequential to the job, such as (30) the spellcheck facility when writing. A more appropriate response would be to display something which was a weakness, but that you have worked hard to improve on. For example if you mentioned that because of being something of a perfectionist you found it difficult to delegate tasks to others, you could then display your growth and change in that area by adding that you have come to (31) and appreciate the power of teamwork. This demonstrates both a personal awareness, and the ability to learn.

During the interview your interpersonal communication should be highly tuned. It is essential that you give out the right signals at the right time, and do not allow nerves to let you (32). Your body can (33) secrets that you would rather not share. Lying is often accompanied by nose scratching, or the inability to maintain eye contact, and can be easily detected by those holding the interview. It goes without saying that you should maintain an alert posture and offer a good, firm (34) . And unfortunately, for those of you who like facial hair, it has been suggested that people who have moustaches in particular are perceived as aggressive – perhaps you should consider a shave. Finally, you should not use the interview to make excuses for failings in the past. Whatever happened before is over. You should be able to demonstrate it is the future, and particularly the future with this company, that counts.

25 A admitted of B admitted from C admitted by D admitted to
26 A improve B boost C boast D bigger
27 A frequently B often C seldom D a lot
28 A chance B event C invitation D opportunity
29 A right B beautiful C both D best
30 A relaying on B relying on C relying in D relying upon
31 A understand B understanding C understate D realize
32 A go B leave C up D down
33 A give up B give out C give away D give over
34 A headshake B hand out C handover D handshake

Text 4 6 points

Questions 35–40

Look at the statements below and the extracts from an article on built-in obsolescence. Which section (A, B, C or D) does each statement 35–40 refer to?

For each statement mark one letter (A, B, C or D). You will need to use some of the letters more than once.

35 Although new ideas and designs may have been planned for years, they are introduced only slowly in order to exploit customer demand for change.

36 Built-in obsolescence as a concept is a good business strategy.

37 Although people become accustomed to replacing items more frequently, many have questioned the intelligence of basing national economies on such a scheme.

38 There is a conflict between the commercial needs of society and accountability to the health of the planet.

39 Because of the aggressiveness of the race to the consumer, companies are forced to update their products continually.

40 Astute design has embraced the concept of things running out by developing 'intelligent' products which can inform us of the fact before it is too late.

A

As mass production and consumerism increase, the conflict between profits and engineering quality are exposed. The fear of market saturation needs goods to wear out and to be replaced frequently. This was heralded as a great economic boost, to limit the lifespan of products, thus forcing the constant spending of money to replace these items. Yet it is felt by some that the consumer is being sold inferior products because of built-in obsolescence.

B

As pollution and environmental concerns have grown there have been increasing doubts about the wisdom of producing such disposable goods, because of the rate at which modern societies are getting through items such as technical equipment, TVs, white goods and cars. However, it appears that our economic system has come to rely on such consumption. Indeed the sophistication with which it is being used, when some items actually display information informing the consumer when they need replacing, is being advertised as a bonus. Why has it become acceptable to buy more and more of the same product while failure or breakage have become accepted norms?

C

Obsolescence has been subdivided into several groupings. The first of these is technical obsolescence. This is perhaps the most obvious to the average consumer, whose computer becomes outdated as soon as it has been purchased. Computer companies are forced to keep updating their products in order to stay competitive. This is perhaps the easiest form of obsolescence to understand, if not to accept. Postponed obsolescence is when designers, who already have sophisticated changes in the pipeline, only put in a few changes in each new product. This way, they develop consumer appetite for change and development, and already know how they can market the next changes. Physical obsolescence is when the nature or design of the product limits its lifespan, examples being

light bulbs or nylon stockings. Finally, most common in the fashion industry is style obsolescence. This is when items with no fault in them whatsoever suddenly become undesirable just because they no longer look up to date. Designers have countered the criticism of this wasteful process by claiming that people want change.

D

Change due to innovation is something that the world thrives on. To that extent it is difficult to see how as a society we can adjust our mindset to buying something that lasts. However, a society which actively promotes the deliberate design of a product so that it fails displays a cynical disregard for the bond of trust between consumer and business, and a complete ignorance of the strain which this rapidly increasing waste burden places on the planet.

Part 2 Writing

Task 1 15 points

Write a letter based on the following brief. Write about 100 words.

Your company has been using a consultant to help maintain and improve its IT services. He has proved to be unsatisfactory and your boss has decided to employ a permanent staff member instead.

Write a letter to the consultant:

• explaining why he is being replaced
• assuring him that payment will be forthcoming
• asking to be kept up to date on any technical issues outstanding

Task 2 15 points

Write a report based on the following brief. Write about 120 words.

Your manager has given you the following information to help you decide which laptop to upgrade to. You are often on the move, and need constant access to your computer. Write a report comparing the laptops, and make a suggestion as to which one would be best for you.

Make ICM Bandai Phony
Price $790.00 $959.99 $999.00
Memory 768 MB 1 GB 1 GB
Display 7 inch 7 inch touch screen 7 inch touch screen
Size 225/165/35 mm 23 x 13 x 2.8 cm 227/114/25 mm
Weight 920g 830g 825g
USB Ports 3 3 2
Battery life Up to 4 hours 2 hours 2 hours 10 minutes

Part 3 Listening

Task 1 1.14 5 points

Listen to the conversation between Fraser and Jess at a reunion, and decide if the following statements are true or false. Circle the correct answer.

1 Fraser likes to keep fit. True / False
2 Jess never puts on weight. True / False
3 Fraser was sacked. True / False
4 Jess specializes in cost effective measures. True / False
5 Jess has just been promoted. True / False

Task 2 1.25–1.28 5 points

Listen to four people talking about modern technology. Answer the following questions.

1 According to Speaker 1, what was distracting at the meeting last week?
2 Why did the executive's wife get rid of his BlackBerry®?

3 What word does Speaker 2 use to describe technological items?
4 What political argument does Speaker 3 use to show dislike of modern technology?
5 What four problems does Speaker 4 list?
Task 3 1.37 5 points
Listen to the telephone conversation between Lorenzo and Kelly and complete the sentences.
1 Listen, I'm with a customer, and I need you to give me
.
2 What's the ?
3 Come on Lorenzo, I .
4 It's the end of the month and we're .
5 I'd like to help you, but I'm in work here.
Task 4 1.62 5 points
Listen to the conversation between a manager, John Thorpe, and an employee, Abeba, and answer the following questions.
1 What is the significance of five and a half years?
2 What is the significance of the number two?
3 Why did Mr Mbugua get rid of competent staff?
4 How does Abeba describe the work Mr Mbugua's friends do?
5 What words describe what Abeba does about the situation?
Part 4 Speaking
Task 1 5 points
Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.
A
Appraisals: What is important when you give feedback?
B
Staffing: What are the consequences when experienced staff
leave a company?
Task 2 5 points
Work in pairs or threes and discuss the situation below.
Your manager has asked you to put forward some ideas for a team-building session for your department.
Discuss and decide together:
• possible activities
• benefits to future working environment

Приложение 14
Part 1 Reading
Task 1 6 points
Read the text below about hiring good salespeople.
For each question or incomplete statement choose either A, B, C or D.
How can a company produce good salespeople? Surely if
the product is what people want, it will sell itself? In fact,
though, there is a multi-million dollar industry out there,
and everyone is in competition, all chasing the same targets.
Suddenly it is not so easy after all. For the long-term growth
and profitability of a company, building a high-performing
team of salespeople is crucial.
What does the recruitment officer have to consider when
interviewing a potential salesperson? He might ask, for
example, how much energy the individual has, and how

efficient they can be. Crucially, how will they deal with rejection that is part and parcel of a salesperson's life? Will they persist or will they turn tail and quit? How motivated are they by the hunt for new customers, and how much attention will they give to the maintenance of the current ones? Are they likely to share information, or hoard secrets? What is their attitude to risk-taking? And just how much sheer effort will they put in to be successful?

But it is not just the responsibility of finding the right person. That is an essential, and cost incurring process in itself, but having found that winning personality, it is crucial that they stay with the company. If, after the company has recruited, trained and groomed the right person, they then leave to work for the competition, how much wasted profit does that represent for the company, which then has to embark on the whole costly process again?

It is therefore important to identify factors that help drive a successful salesperson. The first and perhaps most obvious is money. Sales effectiveness is measured by money. If you sell, you get paid. Often, if you don't sell there is no financial reward at all, as many such jobs are performance-based. This establishes the competitive nature of the job. However, the competition is an internal one, where the person is actually in competition with themselves. This is where targets are essential, as the successful salesperson is constantly trying to improve their previous records. It is a powerful desire to excel which motivates them to succeed. A successful demonstration of this acts as a positive influence on their morale, and ultimately the sense of fulfilment they get from the job.

Another, perhaps less obvious motivator can be recognition. To be in competition with oneself means that the recognition of one's achievement could also remain internal to oneself. This suggests that external recognition of targets achieved can create pride and identification with the company. Titles such as Sales Executive of the Month or Senior Sales Club membership can offer the acknowledgement of success and the ongoing motivation which builds strong bonds and associations between the salesperson and the company, thus ensuring a successful relationship.

1 What reasons are given for constructing a team of good salespeople?

A The competition already has them, so you should too.

B If the product is already great, a great sales team will have no problem.

C It should positively affect the viability and size of the company over time.

D Selling is good for business.

2 Why is facing up to the possibility of being turned down an essential skill in a salesperson?

A It increases the individual's efficiency.

B Unfortunately it is an everyday occurrence, so you have to get used to it.
C Persistence is not always enough.
D In the long run, you can't change people's minds any other way.
3 According to the text, why is important to establish a good working relationship with an employee?
A There are not that many good sales people out there.
B Many resources used in finding and molding that person would have been better used elsewhere.
C A sales team likes to stick together once it is formed.
D If successful, they could be head-hunted at the expense of the original company.
4 According to the text, how does money help the effectiveness of a salesperson?
A It is a performance indicator of the most motivating kind.
B If you want to get paid you have to sell.
C You can buy anyone if you pay them enough.
D Without money, you won't achieve anything.
5 What other motivators have been suggested to influence such a person?
A A sense of belonging to the group of a good company.
B A feeling of superiority from doing better than the others.
C Wanting always to do better than you did before.
D Constantly hitting targets makes you feel good.
6 The final paragraph discusses the benefits of recognition which help to
A make the person feel good.
B build an internal and external reward system.
C form a sense of responsibility for the future of the company.
D establish a connection between personal and company achievement.

Task 2 9 points

Read the text on the Marketing Mix.

Choose the best word to fill each gap from A, B, C or D below.

The Marketing Mix has been the golden rule used by marketing managers everywhere to engage customer attention and (1) this interest to sales. The four Ps of Product, Price, Place and Promotion date back nearly 50 years. But this approach to marketing does have its critics, who argue that the true success of sales is completely down to the customer, and what he or she wants is an important decision factor. The Product, for example, is not just the (2) product or service itself, but a whole host of associated warranties that one attaches to it. These are society based and driven. Price is usually associated with cost (3) , and therefore 'how low can you go' is the dilemma. But cheapest is not necessarily best, as the price should reflect the value for

benefits it offers. Something that increases social status or sexual magnetism can be considered by some worth more than the literal financial value placed on it.

The concept of Place in the Marketing Mix, often referred to as the distribution (4) , usually represents the locations where the product can be purchased, physical or virtual. However, place should refer also to timing, ensuring that the product is there in the right place, supplying customers' needs to their own personal schedule. With e-business this includes visibility in search (5) , visibility in consumer keywords and knowledge of the search behaviour of your (6) market. Promotion is essential and is typically associated with advertising, but also includes PR, word of mouth and (7) of sale. Others have suggested that within the knowledge of the benefits of the product and brand awareness comes customer (8) , which is invaluable as part of the business base.

A further concept which some people argue is missing is P for People. The people who represent a product become that product. While average to good (9) service is little remarked upon, what image is left when you have to deal with very poor service? Many people will say nothing if their sales experience was positive – this is what they expect – but how many people will you tell if you have a negative encounter? Customer staff, in both appearance and attitude, have the power to create an image of your company. How important is that? Priceless.

1 A change B convert C alter D amend
2 A tangy B real C authentic D tangible
3 A competitiveness B economy C cutback D reduction
4 A canal B channel C outlet D conduit
5 A mechanisms B devices C engines D tools
6 A intended B open C target D ideal
7 A place B point C end D position
8 A reliability B devotion C care D loyalty
9 A client B consumer C customer D shopper

Part 2 Writing

Task 1 15 points

Write an email based on the following brief. Write about 100 words.

You work in a small company producing high quality organic cotton clothing for the high end of the market.

After spending a weekend with a family who have twin babies, you have considered the possibility of branching out into babies' clothing. Send an email to your business partner saying how you got the idea, and how excited you are about expanding your market segmentation and perhaps cornering a niche market. Ask what your business partner thinks of your idea.

Task 2 5 points

Write questions using the following words. The first two have been done for you.

00 … don't they?
A lot of people think branded goods are more expensive, don't they?
0 Have you …?
Have you ever considered buying a used car?
1 … shall we?
2 Wouldn't it …?
3 … aren't I?
4 Didn't they … ?
5 … will they?
Part 3 Listening
Task 1 2:11 5 points
Listen to the dialogue and correct the following sentences.
1 I probably wouldn't enjoy it, that's right.
2 I imagine your old car costs you a lot in repairs, doesn't it?
3 And I expect you'll be going on holiday soon, won't you?
4 So this might be a good time to think of buying a new car, right?
5 Because you wouldn't want to break up in the middle of your holiday, would you?
Task 2 2:12–2:14
Listen to three conversations between sales reps and their customers. Answer the following questions.
1 In the final conversation, complete the phrase ' it or it'.
2 In the second conversation, what phrase tells us the customer is unsure whether to go ahead?
3 Where does the salesperson tell the customer the explanation is for the charge?
4 In the third conversation, what are the two prices quoted?
5 Complete the phrase: 'you get for'.
Part 4 Speaking 5 points
Prepare a one-minute presentation on one of these topics. You have one minute to prepare your
talk.
A
Marketing: what effect has technology had on marketing?
B
Mailshots: how to build a persuasive argument.

Приложение 15
Part 1 Reading
Task 1 5 points
Read the article about starting up in business.
Choose the best sentence from A–G below to fill each of the gaps.
For each question 1–5, mark one letter.
Do not use any letter more than once. There are more letters than you need.
It has been said that you need only three things to start a successful company – to have good people,
to make something customers actually want, and, crucially, to spend as little money as possible.
(1) . A successful business will depend on you; your knowledge, your financial acumen
and status and other personal qualities that you can bring to the business.
From a personal perspective you have to take a really honest look at yourself and ask a series of searching questions. Are you ready for the commitment? There is no one else who will take the pressure away from you. No calling in sick, or relying on other people. And what about the family?
Are they ready to support you, not only in emotional terms but possibly financially – could they be on hand to bail you out? (2) . There is also the problem of isolation that can be

experienced when it is you who are taking all the responsibility. It is necessary to have professional
contacts with whom you can talk and ask for advice.
Businesses that succeed long term need to be led by people with sound core business skills.
(3) . Perhaps most essential is business planning. A realistic assessment of the
strengths and weaknesses of your initial idea will lay the foundations for the ultimate success or failure of your venture. Hand-in-hand with this is financial management. (4) . How
good are you at identifying and understanding your competition in the marketplace, and knowing your customers' needs? Sales and marketing are other essential business skills. You need to be able
to analyze markets and identify selling points, as without sales your business cannot survive and grow.
Few entrepreneurs have all the requisites it is necessary to have, and if you feel doubtful about more
than a couple, then one alternative might be to take out a franchise. (5) . You run the
business using methods established by another company. You receive training and sometimes other
assistance, for example with marketing and accounting, and meanwhile you pay the franchisor for
the rights to use its brand name, technology or products for a stated amount of time on a renewable
contract. Although initial start-up costs might be higher than if you started your own company from
scratch, there are fewer pitfalls and it can offer an attractive opportunity to be more independent.
A Banks need to see that you have some form of collateral before they will enter into a contract.
B This is a way of setting up in business for yourself, but without a great many of the risks.
C To be a true entrepreneur, you have to be ready to risk everything.
D For this you need to assess your own skills and decide which, if any, you are lacking and where
to source them from if necessary.
E Could they stand to see you lose everything you have gained so far, because the risk is always there.
F But, of course, life is not that simple.
G How are your credit-management skills and your ability to plan appropriate product development?

Task 2 10 points

Complete the following email with the correct form of the verb in brackets. The first one has
been done for you.

To: Phil
Cc:
Subject:
Phil, just to catch up on a few details before our meeting with the financial manager on Monday.
I expect (0) to have (*have*) the final spreadsheet ready for the costings by then –
I (1) (*work*) on them for the entire week, so I hope I (2) anything
(*miss out*)!
(3) you (*hear*) from the designer yet? He was due to come in today,
but his flight (4) (*cancel*), so he (5) (*catch*) the next direct flight and
(6) (*arrive*) at Heathrow tomorrow morning. However, he said he (7)
(*be going to*) email you a draft of the design when it was finished. He said it would take him
a couple of hours, but you (8) (*should receive*) it by now, so check your in-box!
By the time he gets back, all the rest of the design package (9) (*complete*), so it

will just be a question of delivering the final article! I hope we can secure this loan – we
(10) (*work*) together on this for 18 months by the end of July, and it we don't get
the money, it will all have been for nothing, so keep your fingers crossed! See you on Monday at 8am sharp!
Julia
Part 2 Writing
Task 1 15 points
Write an email based on the following brief. Write about 100 words.
A friend of yours has had an idea to make and sell hand-made wooden children's toys. He lives near
a waste disposal tip and so has access to discarded wood, and he has just completed a course in wood-carving at his local college. He has asked you to invest in his idea, so he can buy some tools.
While you quite like the idea in principle, you have no money available to help him. Politely decline
the offer, but sound enthusiastic, and suggest other options for business funding.
Task 2 5 points
Write sentences using the following words. The first one has been done for you.
0 come up/questions
Did any awkward questions come up at the presentation?
1 go through/deal
2 put forward/business plan
3 set out/structure
4 draw up/terms and conditions
5 weed out/competition
Part 3 Listening
Task 1 2:23–2:26 5 points
Listen to four entrepreneurs explaining why their proposals were turned down. Complete the
sentences you hear.
1 So, a rate of 50% per annum would've been a better .
2 We had the market and a good
business plan.
3 When he'd finished the figures, he said that our
was just that …
4 Our target customers were
and there would've been a limit to what we could sell them.
5 But, in retrospect, I think we tried ,
taking all eventualities into account.
Task 2 2:31 5 points
Listen to Darren giving advice on describing your company to potential investors, and answer
the following questions.
1 What is most important about your opening sentence?
2 Which two things does he say you should avoid?
3 What do you have to do in 60 seconds?
4 What does 150 refer to?
5 How long can the questions last?
Part 4 Speaking 5 points
Prepare a one-minute presentation on one of these topics. You have one minute to prepare your talk.
A

Funding: how to find funding for your own company.
B
Presentations: how to deal effectively with questions in
presentations.

Приложение 16
Part 1 Reading
Task 1 6 points
Read the article about financial management.
Choose the best sentence A–F to fill each of the gaps.
For each space 1–6, mark one letter.
Do not use any letter more than once.
In various studies for small and medium sized enterprises (SMEs), it has been found that finance teams spend on average 80% of their time on the processing of material and only 20% on strategic planning. This is a particular problem in SMEs where finance is traditionally associated with longwinded bureaucracy and control.
(1) ____. Put in the strongest terms, effective financial management is crucial for the survival and growth of any business.
Entrepreneurs, or those with less big business experience, who might typically be head of a SME, have been found to be in general appreciative of the value of keeping good, clear financial records, but have failed to make the critical connection between this and the continued improvement of their company's performance. (2) ____.
Where SMEs fall down appears to be in the recognition of the learning and developmental needs in the organization. If the company is big enough to have a separate finance section, how informed are the team with regard to the strategic positioning of the organization? (3) ____. This can often involve a cultural change within the organization, as this department should be seen as a source of information and advice.
Perhaps it goes without saying that this cannot be achieved overnight, and it will involve an analysis of the skills already in place. (4) ____. Key questions that could be addressed are where is the finance function in our present hierarchy? Can any training needs be identified to help integrate financial awareness in the rest of the company, and could skills be developed to help make financial information keeping and awareness part of the company culture? (5) ____.
Studies have shown a reluctance of SMEs to adopt updated cost accounting techniques because of a range of reasons, including being too small to justify investment in such an area and simply being unaware of tools available to them. (6) ____. In times of instability and uncertainty, financial control and dexterity will most certainly influence a company's ability to adapt and change with the market.
A This includes not only the technical and perhaps specialist skills, but also professional knowledge and some management experience, tied in with the ability to think strategically.

B How could communication skills be improved so that even quite complex financial information
can be shared with understanding throughout the organization?
C In reality, it should be seen as a powerful provider of information for decision-making.
D However it has been shown that effective financial management is critical to avoid underperformance.
E But consistent studies have shown that those companies which have chosen to use some kind of
market-based cost accounting have a higher growth rate of up to 25% than those who do not.
F More importantly, how well-equipped are they to communicate with the rest of the organization,
as this kind of information needs to have recognized channels through which it can be dealt with.

Task 2 9 points

Complete the text with *a, an, the* or no article.

Dear Stephen
Just to run through (1) plan for Tuesday. The office is on (2) Via Milano in
the centre of the city. It's just 20 minutes from the hotel on foot, but you can catch (3)
taxi in front of (4) Unicredit Bank, next door to the hotel if you prefer. When you get
to the office (5) person to ask for is Sergio Rossi who is (6) project manager.
The plan is to support (7) number of clients in the user-accepting test phase on the latest
patch you delivered. That will take the whole morning. In the afternoon, you will be working with
Mario Dinardo who is (8) analyst. He is collating the new requirements to complete the
final phase of the project. Don't forget to keep the evening free for (9) dinner with me
later!
Maurizio

Part 2 Writing

Task 1 15 points

Write an email based on the following brief. Write about 100 words.

You have just completed your first year of trading as a restaurant, and you are writing to your accountant thanking her for her help and advice and saying that you hope to have a continued successful working relationship in the future.
Give some specific examples of how keeping financial documents has helped you keep control over
the business.

Task 2 5 points

Write sentences including the words given. The first one has been done for you.

0 stemmed from
The financial downturn stemmed from a lack of investment in the first quarter.
1 resulted in
2 gave rise to
3 brought about
4 led to
5 originated in

Part 3 Listening

Task 1 2:36 5 points

Listen to an extract from a meeting and answer the following questions.

1 What three points does the first speaker make about covering for absent colleagues?
A)
B)
C)
2 What two problems does the second speaker raise?

A)
B)
Task 2 2:38 5 points
Listen to a telephone call and answer the following questions.
1 How does Nina confirm that she is the person talking on the phone?
2 What phrase does she use to tell Emily that she will transfer her to Mr Miler's telephone?
3 What phrase does Emily use to show she doesn't understand why Mr Miler refers to Filip Novak?
4 How does Emily politely demonstrate her surprise that the car they are talking about is a BMW?
5 How does Emily promise she will contact Mr Miler promptly with more details?
Part 4 Speaking 5 points
Prepare a one-minute presentation on one of these topics. You have one minute to prepare your
talk.
A
Financial control: how financial documents can help improve
your business.
B
Minutes: what to include in clear minutes writing.

Приложение 17
Part 1 Reading
Text 1 17 points
Questions 1–17
Read the text below about the future of advertising.
In most of the lines 1–17 there is a mistake. It is either grammatically incorrect or does not fit
in with the meaning of the text. Some lines, however, are correct. If the line is correct, write CORRECT in the space provided. If there is a mistake in the line, write the mistake in capital
letters in the space provided. The first line has been done for you.
0 What has becoming of traditional advertising? The billboards and the *BECOMING*
1 oft-repeated ads in TV? Computers may well be spelling the end of
2 the advertising world as it was once known, as audiences have
3 diverted their inspection to an ever wider range of technologies. It has
4 been suggested that modern teenagers can recall of very little of the
5 adverts they have been exposed in, perhaps as a result of multi-tasking
6 with their iPods, texting, emailing and with half an eye on the
7 television as well. The skills of the advertising execution have been
8 reduced from the skill of branding. Owning a single word in today's
9 Googling culture is the equivalent of manufacturer gold in the
10 advertising arena. The problems is that there are few such words,
11 and competition of them is fierce. As with everything in the
12 computer industry keeping in is the key. Advertising executives have
13 to keep abreast of the last marketing programmes like Adwords,
14 which enable you to create your ad to display on an specific search
15 engine through paid placement, and helps to target your audience
16 through keywords. It's also helps to monitor and measure performance
17 of advertisements, with flexibility for amend at any time.
Text 2 5 points
Questions 18–22In

the article about bootstrapping, there are five sentences missing (18–22). Choose the best sentence from A–G on the next page to fill each of the numbered gaps.

If you have a business idea, you need funding to get off the ground. Traditional methods of raising capital have been through banks, venture capitalists (VCs), business angels and the like. (18) This is possibly because of their specific investment criteria, and the costs incurred of negotiating and monitoring. So an alternative left to you is bootstrapping. This is essentially the term given to mean the financing of a small firm without raising equity from traditional sources or borrowing money from the bank. It relies on the generation of capital from internal sources such as personal savings, credit cards, second mortgages, etc.

While bootstrapping is by nature fraught with risks from which other forms of finance and support might cushion you, it is seen by some as a purer form of business, especially on a small scale. (19) It demands direct contact with customers and suppliers, which creates an urgency to initiate – and be successful first time – in all forms of business contact. This creates a strong sense of customer focus, which helps build essential customer loyalty from day one. If you have money loaned to you and sitting in the bank, the temptation is there to spend it – before anything has been done to make more. This burning – or wasting – of capital is not possible in the bootstrapping world, as the money is not there to waste!

(20) If there is not a huge amount of money lying around, there is no temptation to take huge – and possibly fatal – financial risks, the kinds of risks which can literally destroy venture funded companies. Well-organized bootstrappers also put themselves at less risk, as they can start with whatever funds they feel comfortable investing to get the business started, then fund the growth of their business with their own initial revenue.

Perhaps more exciting is that without external funding, and therefore external control, bootstrappers have more freedom and flexibility. If you have to refer constantly to a third party for permission to act, this can handicap you in terms of being able to respond effectively and efficiently to unanticipated situations or changing market conditions. Many opportunities could be lost.

(21)

Finally, and perhaps most convincingly, bootstrappers own what they create. If a number of investors have put money into a company, they will, quite rightly, demand their share of the profits. Because of the pressures of generating the Return on Investment for the venture capitalists, you have to generate a much bigger profit to get the same benefit yourself. (22) What greater incentive do you need than that to have a go at bootstrapping yourself?

A This ability to adapt rapidly in a changing market has a huge positive influence on both short and long-term survival.

B This is not to say that there are no other sources of internal funding available.

C With no external support to rely on, the focus of energy is on brainpower, determination and skills in creating a business that will succeed.

D It is therefore possible to have a successful business with little personal return, as it is all eaten up by the external funders.

E But some figures from the US suggest that less than 1% of start ups are successful in attracting

money from VCs.
F It means that before approaching a potential investor, you must have an extremely detailed business plan.
G Not having large sums of money may make some people feel vulnerable, but it can actually have
the opposite effect.

Text 3 10 points

Questions 23–32

Read the text below about measuring performance.

Choose the best word to fill each gap from the four available choices (A, B, C or D).

Motivating and measuring performance is a difficult skill, but by setting performance (23) it is possible to develop a fair and transparent system which is acceptable throughout the company, and which is (24) a fair appraisal system, particularly if staff consultation is part of the (25) .

In handing out tips for establishing such targets, perhaps the most important is to involve the employees in the decision (26) process. They offer the most reliable source of information about what is possible in terms of target (27) . This will generate a feeling of commitment to the targets if they believe they have participated in the process, giving them a sense of (28) .

When setting targets, consider a three-point range. A 15% error rate can feel more manageable, and
help employees gain positive results which raises (29) to meet the moderate 9% rate, and even stretch them to a 5% rate eventually. But going straight to 5% can seem so difficult it seriously
damages morale, and therefore performance. Gathering (30) from customers on what might constitute a good performance can (31) insights into expectations that you can use to set targets. By taking this approach, it is possible you could generate targets that meet and even (32) their performance expectations.

23 A goal B targets C missions D ambitions
24 A based on B based in C found out in D founded on
25 A proceed B method C scheme D process
26 A marking B building C creation D making
27 A practise B sitting C setting D selling
28 A partnership B ownership C possession D control
29 A conflict B assurance C confidence D confident
30 A signals B thoughts C feedback D feelings
31 A bring up B bring out C bring about D bring through
32 A excel B excess C excellent D exceed

Text 4 8 points

Questions 33–40

Look at the statements below and the extracts from an article on ethical behaviour in the workplace. Which section (A, B, C, or D) does each statement 33–40 refer to?

For each statement mark one letter (A, B, C, or D). You will need to use each letter more than
once.

33 Responsibility is undermined if you are not in fear of your position should something go wrong.
34 Little or no action is taken against perpetrators as those in charge are worried about the damaging effect on company performance.
35 Kickbacks and the destruction of papers are some of the more serious examples of corruption noted.
36 You are not showing undue favouritism if you continue with a normal selection interview, despite

knowing someone well.
37 Informing on your colleagues could be seen as more dangerous than keeping the information to
yourself.
38 The older you get, the more honest you become.
39 Knowing someone and using that relationship to your advantage is heralded as a good way to do
business.
40 When hard work goes unrecognized by promotion or reward the result is antipathy.

A

How honest is the average employee? In the workplace it appears that many people do not worry about smaller ethical dilemmas, from making personal calls at work to fiddling expenses. Even 'acquiring' small items from work such as pens or posting personal mail is not seen as unusual. In fact it has been suggested that many managers would harm morale, and ultimately the business, if they were to take serious action against such petty offences. Interestingly, in some studies it has been shown that men are less concerned about this kind of ethical slip than women, and the younger you are the less concerned you are – those under 35 were less concerned than their older colleagues.

B

But in some cases, acting unethically is almost glorified. It has often been stated that it is not *what* you know that is important, but *who* you know. Gaining a position through personal contacts – for example at university – is known as nepotism. This is not to say that the hiring process should never be carried out using personal contacts, but more important is the difference between intent and procedure. If someone enters the process already knowing someone, but still manages to pass a rigorous selection procedure, then everything is above board. It is when there is evidence of intent to hire a friend or acquaintance that nepotism rears its ugly head.

C

The problem with nepotism is that it works in direct opposition to the idea that merit determines reward. It leads to a sense of favouritism which can seriously undermine morale and working practices. Those who do not benefit from such favouritism can feel resentment, and others who have been beneficiaries of unfair advantage are seldom held to great levels of accountability. Thus nepotism can have a seriously negative impact on the company as a whole.

D

In one study conducted at workplaces in the United States, it was found that around one-third of workers have witnessed unethical behaviour of some kind. This ranged from minor examples such as stealing office supplies to much more serious acts such as shredding documents

and bribing officials. But less than half of those who witness these events come forward to report them. Whistleblowing – or reporting what you have seen – can have negative consequences for the individual who does the reporting, even if in the long run it might serve the company well. So many people are willing to turn a blind eye to questionable behaviour for fear of losing their jobs.

Part 2 Writing

Task 1 15 points

Write a report based on the following brief. Write about 100 words.

Due to lack of guidelines and poor management, the computer systems in your company have been subject to some security breaches, and you have had to get rid of some viruses.

Write a report including the following:

• explaining the problems
• suggesting limiting the use of personal downloads and private equipment
• suggesting that the company should adopt new security operational procedures
• suggesting that the company should offer training and advice

Task 2 15 points

Write a short report about three companies in which you are thinking of investing. Write about 120 words.

The following three companies have approached you for funding. They have all sent copies of their mission statement and keys to success. Write a report comparing their ideas and deciding which one you are going to invest in, and why.

Inter-Coffee

Mission

Inter-Coffee provides communities with the ability to access the Internet, enjoy a cup of coffee, share Internet experiences, and get Internet help and advice in a comfortable environment.

Keys to Success:

The keys to the success for Inter-Coffee are:

□□The creation of a unique, innovative, upscale atmosphere that will differentiate Inter-Coffee from other local coffee shops and Internet cafй s.

□□The establishment of Inter-Coffee as a community hub for socialization and entertainment.

□□The creation of an environment that won't intimidate the novice user. Inter-Coffee aims to be an educational resource for individuals wishing to learn about the benefits the Internet has to offer.

□□Great coffee and bakery items.

Kuppa Koffee

Mission

Kuppa Koffee has established firm objectives it wishes to achieve in the next three years: to find 13 drive-thru locations providing quality beverages and range of pastries which customers will find much more convenient than visiting similar establishments on foot.

Keys to Success:

□□The greatest locations – visibility, high traffic pattern, convenient access.

□□The best products – freshest coffee beans, cleanest equipment, premium serving containers, consistent flavour.

□□The friendliest staff – cheerful, skilled, professional, articulate.

□□The finest reputation – word-of-mouth advertising, promotion of our community mission of charitable giving.

Cafй Java

Mission

Our goal is to be the coffeehouse of choice for the local community, business workers, tourists

who visit the city, and students, by providing a higher quality experience than any competitor, and
to contribute to the welfare of the local community by supporting charitable and civic activities, and using Fair Trade, Sustainable Production and Organic products where possible:
Keys to Success:
□□A relaxing, upscale interior design, offering superior coffee.
□□Prime site selection with an upscale affluent population, year-round tourist activity, heavy pedestrian traffic, a dynamic student population and a concentration of local businesses.
□□Ongoing, aggressive marketing.
□□Highly trained and friendly staff.
□□Multiple alternative gift items, gift baskets and coffee gift cards in addition to coffee, pastries,
chocolates, tea, juice, water and soft drinks.
Part 3 Listening
Task 1 2.18 5 points
Listen to the following conversation about a telephone call from Seoul Deliveries, and complete
the sentences.
1 They said by fax.
2 … and they like the idea of Bluetooth headsets so they
.
3 We need to secure our , even if we have to give discounts.
4 You're right. I'll – we have met some resistance in the past.
5 That's where we come in. The is to show them why they need
all these features.
Task 2 2.19–22 5 points
Listen to four entrepreneurs discussing the success of a growing buiness, and decide if the following statements are true or false. Circle the correct answer.
1 The first speaker believes that enthusiasm about the business is vital. True / False
2 He says that the cosmetics industy is very competitive. True / False
3 The second speaker admires them for being so innovative. True / False
4 The third speaker is worried that they are going losing control of the
business to their new partners. True / False
5 The final speaker thinks stability is the key factor to success. True / False

Приложение 18
Графики, включенные в экзаменационные билеты (4 семестр)

График 1

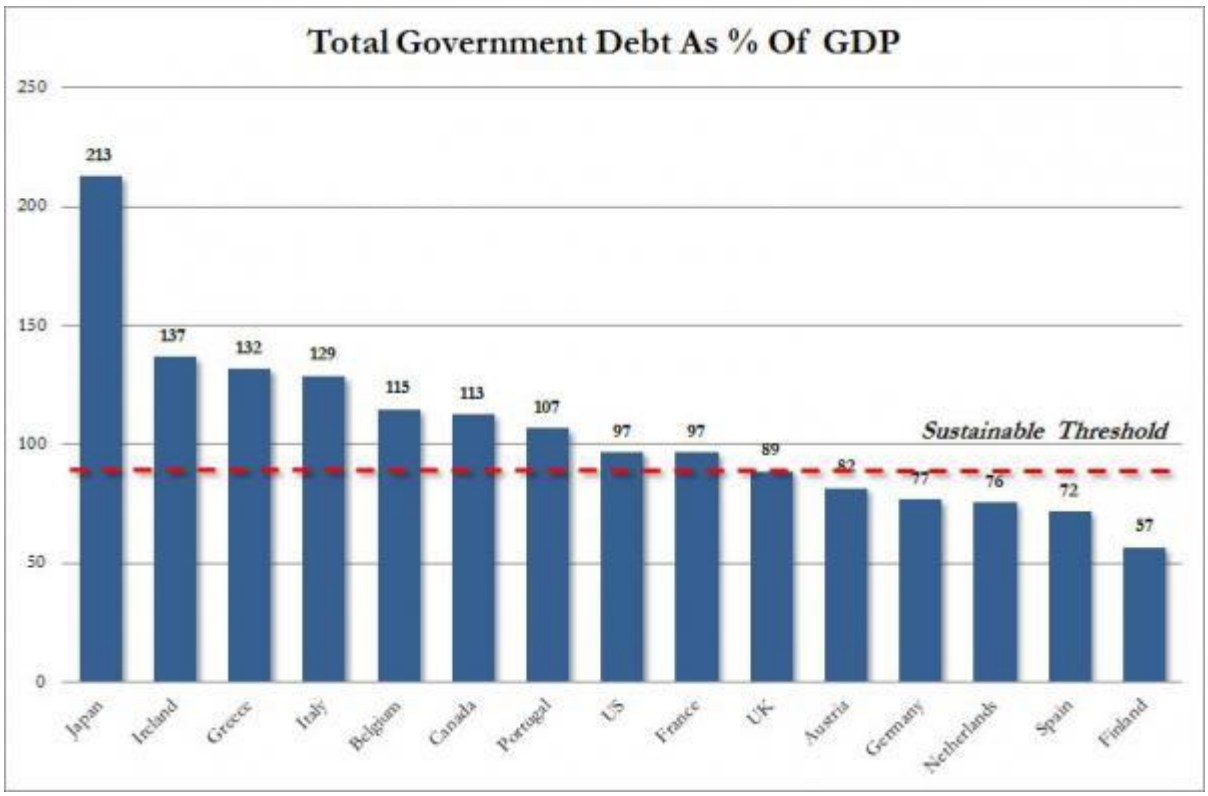
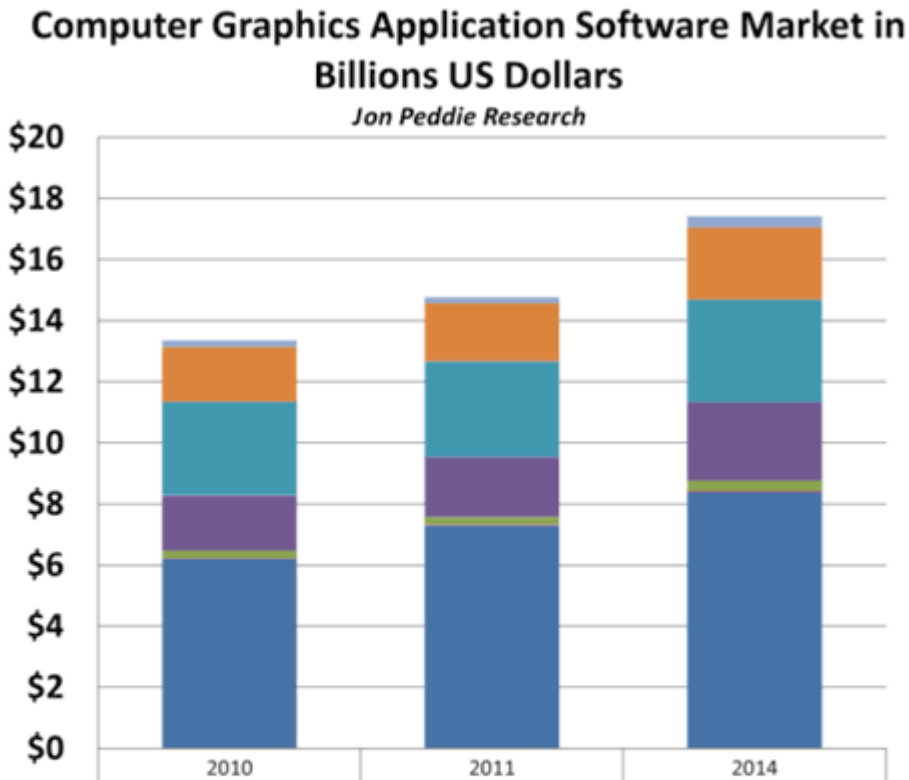

Total Government Debt As % Of GDP
250
200
150
100
50
0
213
137
132
129
115
113
107
97
97
89
82
77
76
72
57
Sustainable Threshold
Japan
Ireland
Greece
Italy
Belgium
Canada
Portugal
US
France
UK
Austria
Germany
Netherlands
Spain
Finland

График 2



	2010	2011	2014
Vector Graphics	$0.21	$0.20	$0.36
Imaging	$1.80	$1.89	$2.36
Visualization Simulation	$3.08	$3.12	$3.35
Digital Video	$1.80	$1.98	$2.57
Modeling and Animation	$0.24	$0.24	$0.33
2D Animation Cel	$0.03	$0.03	$0.03
CAD/CAM software	$6.20	$7.30	$8.40

График 3

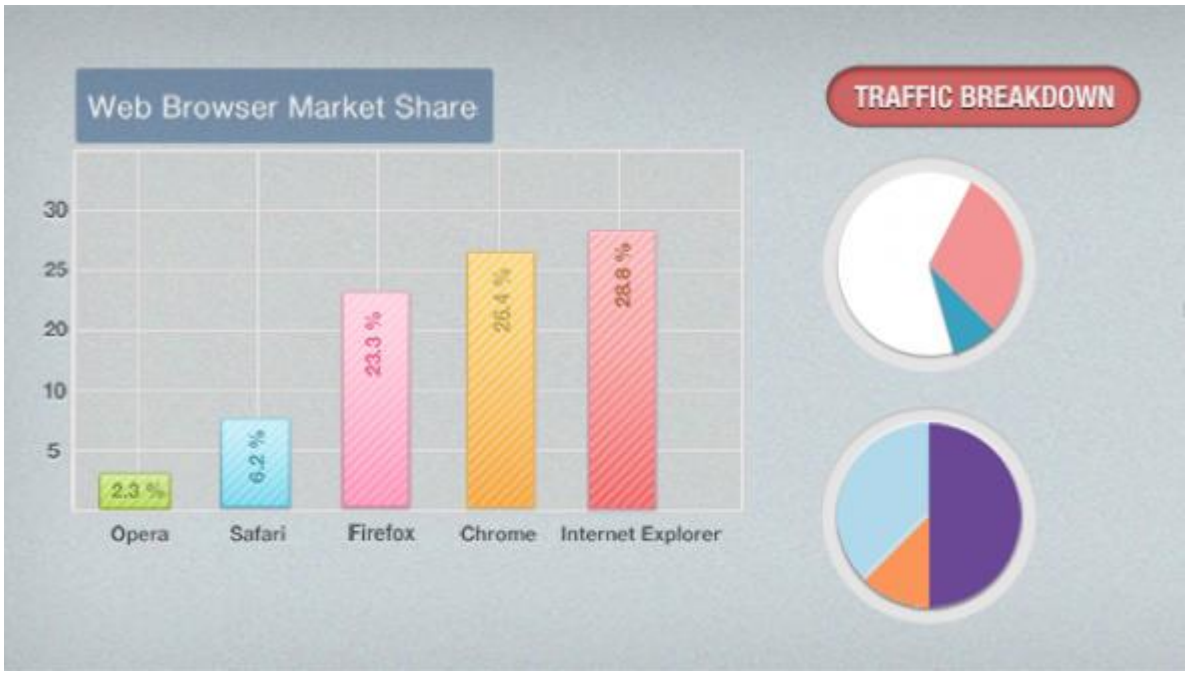


График 4

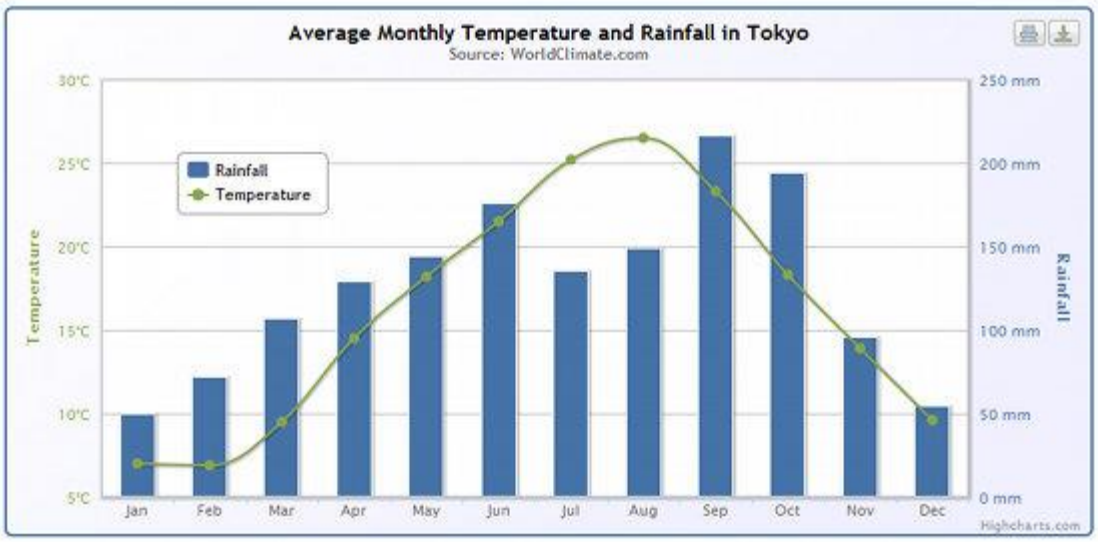


График 5

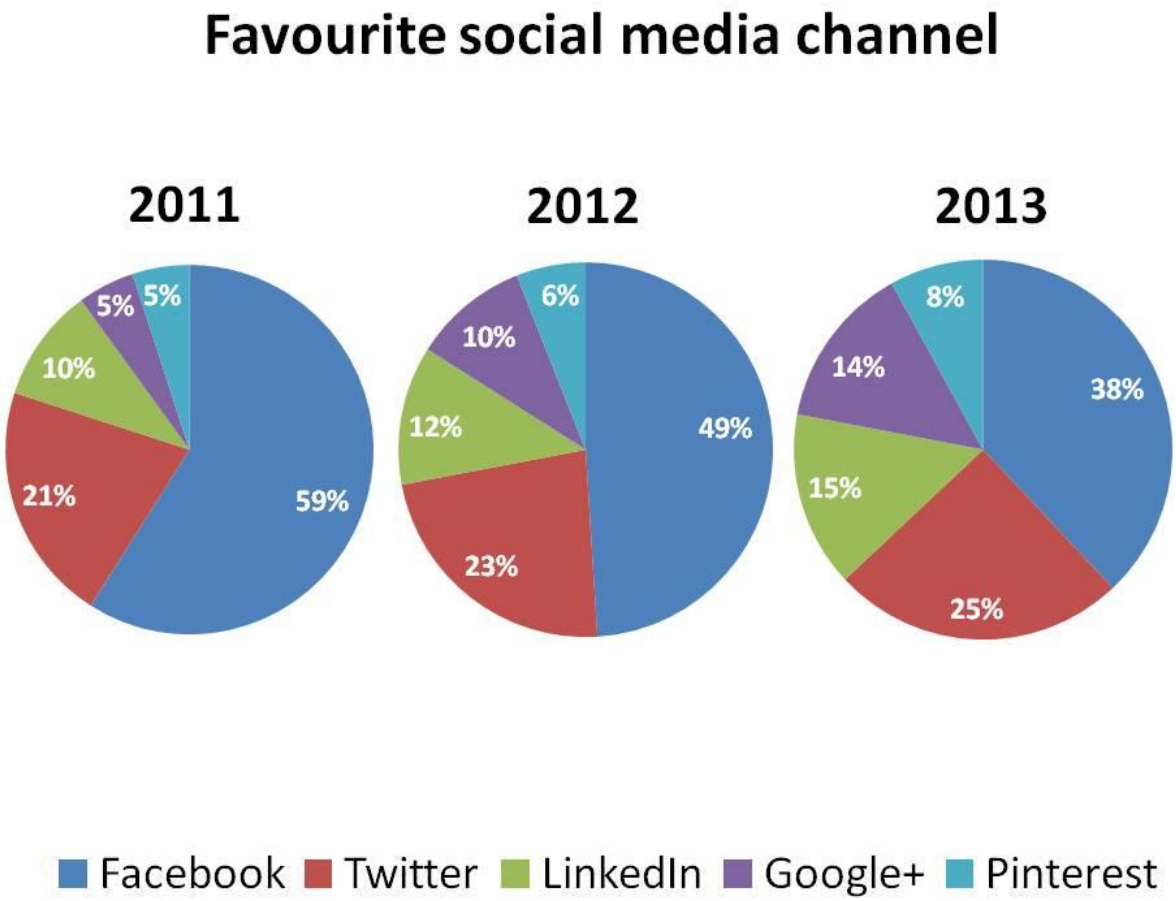
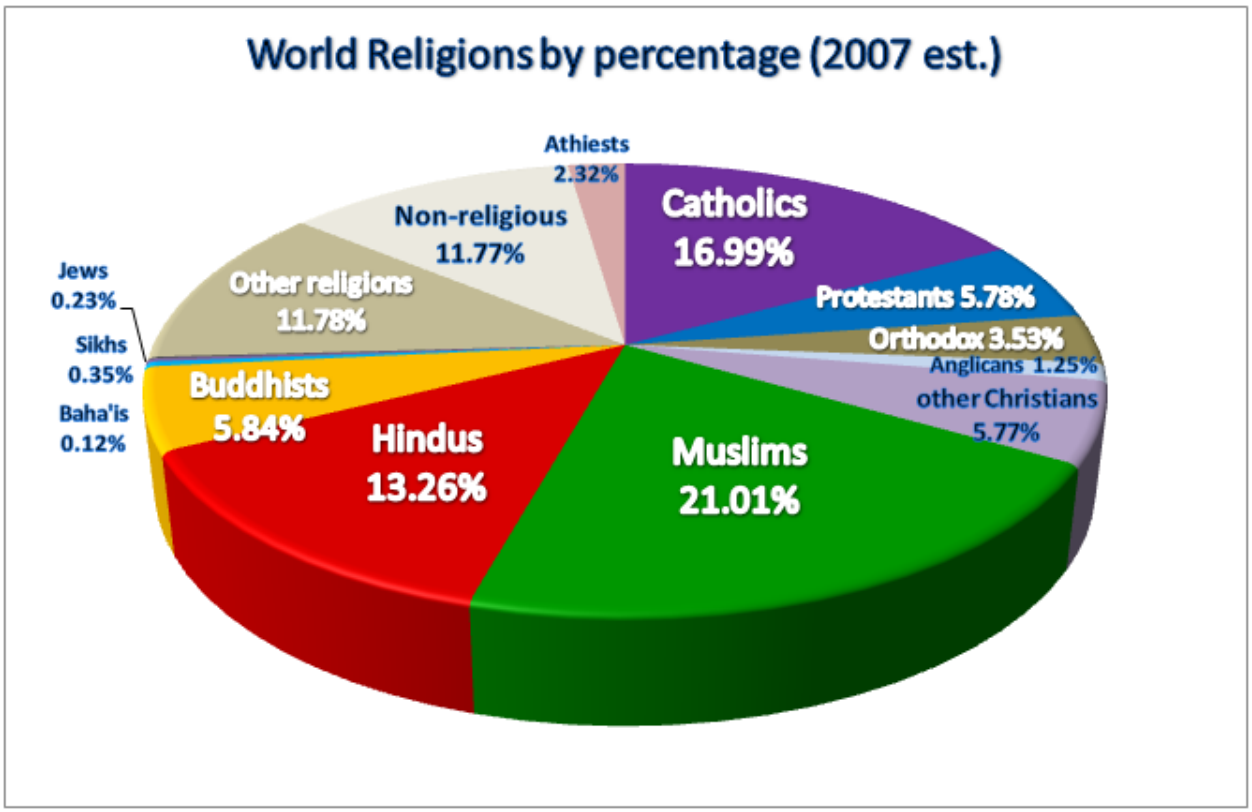


График 6



Приложение 19

Приложение 20

Приложение 21

Part 1 Reading Task 1 15 points

1 B 2 D 3 B 4 C 5 D 6 B 7 C 8 D 9 B 10 B 11 A 12 B 13 D 14 C 15 B

Task 2 10 points

1 took 6 had done
2 was checking 7 threatened
3 found 8 was using
4 had put 9 was sending
5 was doing 10 lost

Part 2 Writing Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Suggested answers below. Accept grammatically correct and suitably diplomatic alternatives.

1 Wouldn't it be better to wear smarter clothes to work?
2 Why don't you try asking John for help?
3 It's a good idea to learn to delegate.
4 You could (perhaps) try to do it this way instead.
5 Wouldn't you agree that it's not a very good idea?

Part 3 Listening Task 1 ½ point per correct answer – total 5 points

1 Jason 6 Alex
2 Alex 7 Jason
3 Jason 8 Jason
4 Alex 9 Alex
5 Jason 10 Alex

Task 2 5 points

1 before we go on
2 It's about
3 It's not about
4 You help them
5 manage the problem

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.

Total for test – 50 points

Unit 2 Customer support

Part 1 Reading Task 1 6 points

1 E 2 D 3 F 4 A 5 B 6 C

Task 2 7 points

1 process
2 supervisor
3 technician
4 symptoms
5 refund
6 service
7 looking

Part 2 Writing Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

1 How can I help you?
2 Can you switch it on?
3 What is your name?
4 Can you give me the serial/reference number?
5 Can I call you back?

Part 3 Listening Task 1 Maximum 16 points

Four points for each correct answer. Award 1–3 points for partially correct answers. Mark as recording scripts 1:15, 1:17, 1:19, 1:20

Task 2 6 points

1 per day
2 personal space
3 job satisfaction
4 by email
5 answering questions
6 horse's mouth

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.
Total for test – 50 points

Unit 3 Products and packaging

Part 1 Reading Task 1 7 points

1 C 2 A 3 D 4 B 5 A 6 C
7 D

Task 2 18 points

1 a 7 the 13 A
2 the 8 the 14 the
3 the 9 the 15 an
4 a 10 the 16 the
5 ø 11 The 17 a
6 ø 12 the 18 the

Part 2 Writing Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

1 This is the new product which was launched last week.
2 This is a low-selling product which has to be relaunched / which we have to relaunch.
3 Bill Gates, who was the chairman of Microsoft Corporation, is the world's richest man.
4 Apple is an American computer company whose products are beautiful.
5 Google, which is based in America, is a very successful company. / Google is a very successful company which is based in America.

Part 3 Listening Task 1 5 points

1 hundreds
2 75%
3 Nine times out of ten
4 three seconds
5 millions of dollars

Task 2 5 points

1 recommending
2 comparing
3 explaining
4 reassuring
5 reassuring

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.
Total for test – 50 points
Part 1 Reading Task 1 6 points

1 D
2 A
3 B
4 B
5 D
6 C

Task 2 20 points

1 travels 11 were
2 is 12 believed
3 needs 13 had
4 dominates 14 was
5 is 15 has given
6 sold 16 is writing
7 was 17 has written
8 was 18 has had
9 happened 19 has been
10 went 20 is

Part 2 Writing

Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 Maximum 5 points

One point per correct sentence.

Part 3 Listening Task 1 Maximum 4 points

Suggested answers

1 Don't let other people decide for you.
2 Choose a career that will make you happy.
3 Get to know yourself by taking personality tests, for instance.
4 Find out as much as you can about the jobs you're interested in.

Task 2 5 points

1 high-flier
2 work
3 terrific
4 team-player
5 talented / ambitious

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.

Total for test – 50 points

Part 1 Reading Task 1 15 points

1 C 2 B 3 D 4 B 5 A 6 B
7 A 8 D 9 D 10 C 11 C 12 B
13 A 14 D 15 A

Task 2 5 points

1 link
2 browses
3 prices
4 selects
5 check-out

Part 2 Writing

Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

1 I suggested ordering 1,000 pieces initially / that he order/ordered 1,000 pieces initially.
2 If I don't get a big pay rise, I'll leave.

3 Providing you work hard, I don't care what you wear.
4 I suggest (that) you don't do that.
5 As long as the money is good, I might consider it.

Part 3 Listening

Task 1 10 points

1 could I ask you a few questions
2 tell me how interested you are
3 just a rating between zero and five
4 in checking in to shopping venues
5 can meet up for coffee
6 winning gift certificates or prizes
7 receiving information on special deals
8 more than I can afford
9 product by scanning a UPC
10 not really into technical stuff

Task 2 5 points

1 He is getting more and more enquiries from outside Denmark and wants to be able to reach customer worldwide. / He wants to compete in a global market.
2 He doesn't have the skills, the staff or the money.
3 immediate delivery
4 very small
5 We're in business.

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.
Total for test – 50 points

Part 1 Reading Task 1 6 points

1 E 2 D 3 F 4 B 5 C 6 A

Task 2 10 points

1 was offered
2 are
3 operate
4 was opened / opened
5 was
6 was asked
7 have been given / was given
8 have
9 am
10 working

Part 2 Writing Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 6 points

1 3,500 employees are going to be made redundant by ICBM.
2 I was asked some delicate questions about the company finances by the committee.
3 The company was successfully floated on the stock market yesterday.
4 The CEO said that (last year / the previous year) they had given a dividend to our shareholders of 25p per share (last year / the previous year).
5 The spokesperson said that as soon as they had noticed the problem they had taken action.

6 According to the stock market, there has been a lot of investment in high technology companies recently.

Part 3 Listening Task 1 8 points

1 Right
2 local community
3 quality
4 recruit
5 fragile
6 impact
7 build
8 long-term

Task 2 10 points – 1 point for each expression heard

1 ✓ 2 ✗3 ✗4 ✓ 5 ✓ 6 ✓

7 ✓ 8 ✓ 9 ✓ 10 ✓ 11 ✓ 12 ✓

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.

Total for test – 50 points

Part 1 Reading Task 1 8 points

1 C 2 C 3 B 4 D 5 A 6 A
7 D 8 B

Task 2 15 points

Possible alternatives in brackets, but best answer(s) given first.
1 have asked (asked)
2 am
3 are going to merge / are merging
4 had
5 agreed
6 won't be / aren't going to be
7 will employ / will be employing / are going to be employing / are going to employ
8 won't tell / 'm not going to tell
9 is going to be / will be (is)
10 are merging (are going to merge)
11 are going to be launching / will be launching / are launching (will launch / are going to launch)
12 expect / are expecting
13 will rise
14 is/are launching / is/are going to launch
15 'll see

Part 2 Writing Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 7 points

1 Last year our stock market valuation almost/nearly doubled.
2 GBH Chemicals has gone to the wall.
3 Due to the restructuring, the company is in a much better situation.
4 The/Our costs / Costs will increase / go up / rise slightly.
5 As a consequence of the lower cost from our suppliers, we are making higher profits.
6 We have broken even for the first time.

7 We hope to be in / get into the black in the next quarter.

Part 3 Listening Task 1 5 points

1 T 2 F 3 F 4 T 5 T

Task 2 5 points

1 go out of business
2 ruthlessly cutting jobs
3 no other alternative
4 the example of
5 increase our operating expenses

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.
Total for test – 50 points
Part 1 Reading Task 1 5 points

1 D 2 C 3 E 4 B 5 A

Task 2 15 points

1 to 4 to 7 with 10 in 13 In
2 for 5 with 8 to 11 to 14 for
3 to 6 on 9 about 12 after 15 to

Part 2 Writing Task 1 Maximum 5 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

1 You need to take out insurance when you are exporting goods.
2 We can assure you we won't be late in making payments.
3 We look forward to receiving your payment soon.
4 We'll have to send a final demand for payment.
5 They might not have enough cash flow to pay this month. / Their cash flow might not be sufficient for them to pay this month.

Part 3 Listening Task 1 5 points

Jenny will collect the tickets before six and return them to the office before 6.30. (1) Jenny says she has plenty of time because check-in is not until 21.15 and the finance committee meeting finishes about half seven. He (2) won't be able to see his kids as they'll be in bed by quarter to eight. He'll go home and collect his suitcase and then go to the airport. (3) Paul checks he has the files for the New York meetings and (4) Jenny says that as he has a meeting now, he'll have to read them on the plane. He has six meetings in New York before Friday and then he has a day to look around New York. (5) Paul says he will prepare for the Merosom meeting instead of looking around New York as he'll be jet-lagged on Sunday when he returns.

Task 2 10 points

1 I think a small flat in the town centre should give a good return.
2 I didn't mean what I said.
3 Well, it could have worse.
4 She already speaks seven different languages, and she's picking up Chinese really fast!
5 But we've always done most of our turnover with them.
6 We'll have to adapt the product to their norms.
7 For a small percentage of the value of the goods, we will guarantee to pay you if the customer defaults.
8 Our stock price has almost doubled.

9 Usually they're in touch at least once a week.
10 I can't get into the database!

Part 4 Speaking Maximum 5 points

See *Guide to using the tests* on how to mark.

Total for test – 50 points

Приложение 22

Part 1 Reading

Task 1 8 points

1 C
2 B
3 D
4 D
5 B
6 B
7 A
8 C

Task 2 7 points

1 been promoted
2 gave in my notice
3 to quit
4 joined a … company
5 was laid off
6 to be transferred
7 am on assignment

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

1 In my last job I optimized the profitability of the company.
2 He was very good at developing new ideas for the young people we sell to.
3 Mrs Jones has exceeded our expectations.
4 I would very much like to present my ideas to you.
5 In his two years with our company Andy Fielding has more than doubled the number of our customers.

Part 3 Listening

Task 1 5 points

1 False – he started his company 'a few' years ago.
2 True
3 True
4 False – the board 'stripped him of his duties', but didn't fire him.
5 False – he's not sure what he will do with the money.

Task 2 5 points

1 global market
2 take risks, invest, develop
3 draw up
4 unique selling propositions
5 doubling our budget

Part 4 Speaking
Maximum 5 points
See *Guide to using to tests* on how to mark.

Part 1 Reading
Task 1 8 points
1 B
2 E
3 D
4 C
5 A
6 D
7 C
8 A
Task 2 7 points
1 upgrade
2 crashing
3 goes down
4 virus
5 deleted
6 tablet PCs
7 set up

Part 2 Writing
Task 1 Maximum 15 points
See *Guide to using the tests* on how to mark.
Task 2 5 points
Possible answers:
1 Staff are reminded to sign in on arrival at reception.
2 If sales do not improve forthwith, our profits will be severely affected.
3 Some of our assets could be sold off with a view to alleviating our cash-flow problems.
4 It is imperative all machinery is switched off after use.
5 Your continued hard work is appreciated.

Part 3 Listening
Task 1 5 points
1 She works in accounts.
2 She was in the middle of a backup.
3 His computer freezes.
4 She wants to replace her department's laptops.
5 He was cleaning up his hard disk.
Task 2 5 points
1 We appointed Saul Finlay because he's a very bright, very ambitious young man.
2 He's irritated some of his colleagues, but as he says, you don't make an omelette without breaking eggs.
3 Of course I'm worried about staff turnover and downtime costs, and so is Saul.
4 Our transactions have increased by 40% since he joined us.
5 We need to invest in the new equipment he's asking for.

Part 4 Speaking
Maximum 5 points
See *Guide to using the tests* on how to mark.

Part 1 Reading

Task 1 7 points

1 B
2 D
3 A
4 D
5 B
6 C
7 A

Task 2 8 points

1 were purchased
2 have been returned
3 is being undertaken
4 must be taken
5 have occurred
6 was appointed
7 is serviced
8 is expected/will be expected

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Possible answers:
1 Have the reports been written?
2 Do you think the targets will be reached by next week?
3 When was your computer upgraded?
4 Have you asked to attend the conference?
5 Had the email been received by the time he called?

Part 3 Listening

Task 1 5 points

1 splashing out
2 solving problems, looking for new ways to do things even better (2 points)
3 he produces it in the most cost-effective way
4 a company's documented quality procedures

Task 2 5 points

1 the first ten months of the year
2 average PFR for the first four months
3 PFR in June
4 PFR in August
5 the PFR they hope to achieve

Part 4 Speaking

Maximum 5 points
See *Guide to using the tests* on how to mark.

Part 1 Reading

Task 1 5 points

1 A
2 E
3 D
4 B

5 C

Task 2 10 points

1 D
2 B
3 D
4 A
5 C
6 B
7 B
8 C
9 A
10 D

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Possible answers:

1 Do you realize we could lose our best customer if we don't find a solution?
2 Do you think you should ask for help next time you come across a problem?
3 Have you any idea what you could have done to make the customer so angry?
4 Would you agree that if you had been a little more flexible, this wouldn't have happened?
5 Don't you think you should have contacted me as soon as possible?

Part 3 Listening

Task 1 5 points

1 the completion of the first milestones (completion of feasibility study and geological survey) reached on time
2 when they could begin buying the land
3 the time it took to complete the land purchase (after legal delays)
4 the length of time they had to postpone diverting the river
5 when they will be able to begin work on the dam wall

Task 2 5 points

1 handed me her resignation
2 energy, ideas and enthusiasm
3 authorize this appointment
4 manage our own affairs
5 that's the procedure

Part 4 Speaking

Maximum 5 points

See *Guide to using the tests* on how to mar

Part 1 Reading

Task 1 6 points

1 C
2 B
3 D
4 A
5 C
6 D

Task 2 9 points

1 B

2 D
3 A
4 B
5 C
6 C
7 B
8 D
9 C

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Possible answers:
1 Let's go on holiday to Spain, shall we?
2 Wouldn't it be fun to learn to sail?
3 I'm older than you, aren't I?
4 Didn't they say they would meet us tomorrow?
5 They won't come now, will they?

Part 3 Listening

Task 1 5 points
1 I probably would enjoy it, that's right.
2 I imagine your old car is costing you a lot in repairs, isn't it?
3 And I expect you're going on holiday soon, aren't you?
4 So this might be a good time to think about buying a new car, right?
5 Because you wouldn't want to break down in the middle of your holiday, would you?

Task 2 5 points
1 'Take it or leave it.'
2 'I'm worried it'll be too much work.'
3 by saying he'll have to bill him for the study if he doesn't buy
4 $32,000 and less than half of that
5 'You get what you pay for.'

Part 4 Speaking

Maximum 5 points
See *Guide to using the tests* on how to mark.

Part 1 Reading

Task 1 5 points
1 F
2 E
3 D
4 G
5 B

Task 2 10 points
1 will have been working
2 haven't missed (anything) out
3 have (you) heard
4 was cancelled
5 is catching/will catch
6 will arrive
7 was going to

8 should have received
9 will have been completed
10 ’ll have been working

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Possible answers:

1 Did the deal go through?
2 Did you put forward a good business plan at the meeting?
3 The manager set out the company structure.
4 I will get our lawyers to draw up a list of terms and conditions.
5 During the recession the weaker companies were all weeded out.

Part 3 Listening

Task 1 5 points

1 better return on investment
2 checked out, drawn up
3 working out, niche market
4 specialists in their own field
5 to be too realistic

Task 2 5 points

1 you need to grab your audience’s attention/you need to have a great hook
2 hype and exaggeration
3 you have to deliver your pitch without rushing
4 the maximum number of words you should use
5 three minutes

Part 4 Speaking

Maximum 5 points

See *Guide to using the tests* on how to mark.

Part 1 Reading

Task 1 6 points

1 C
2 E
3 F
4 A
5 B
6 D

Task 2 9 points

1 the
2 –
3 a
4 the
5 the
6 the
7 a
8 an
9 a

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Possible answers:

1 The difficult trading conditions resulted in significant job losses.
2 A meeting with a business angel gave rise to extra finance for our company.
3 The warm weather brought about a marked increase in sales.
4 Unfavourable exchange rates have led to difficult trading conditions.
5 The idea for the new restaurant originated in a talk with my business partner.

Part 3 Listening

Task 1 5 points

1 A) it will improve efficiency
B) it will improve the department's image
C) it will mean more work
2 A) staff will need extra training
B) it is a very busy time of year

Task 2 5 points

1 Speaking.
2 Can I put you through to Mr Miler?
3 I'm not sure I follow you.
4 Sorry to interrupt, Mr Miler. You said his BMW?
5 I'll get back to you as soon as I can.

Part 4 Speaking

Maximum 5 points

See *Guide to using the tests* on how to mark.

Part 1 Reading

Task 1 7 points

1 B
2 D
3 A
4 B
5 C
6 C
7 D

Task 2 8 points

1 lawyers
2 victims
3 compensation
4 litigation
5 basis
6 claimant
7 insurance
8 rights

Part 2 Writing

Task 1 Maximum 15 points

See *Guide to using the tests* on how to mark.

Task 2 5 points

Possible answers:

1 You mustn't smoke in the toilets.
2 You are allowed to remove your seatbelt once the seatbelt sign has been switched off.

3 You can buy duty free goods from the stewardesses.
4 You may put hand luggage in the overhead lockers.
5 You may not carry dogs on the plane.

Part 3 Listening

Task 1 5 points

1 survival of the fittest
2 productivity [and] command higher prices
3 forced out of business
4 on a larger scale
5 make a decent living

Task 2 5 points

1 False
2 False
3 True
4 False
5 True

Part 4 Speaking

Maximum 5 points
See *Guide to using the tests* on how to mark.