

Review Test 2 Units 5–8

Name: _____

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 18–22

In the article about bootstrapping, there are five sentences missing (18–22). Choose the best sentence from A–G below 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.

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.

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.

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 cafes.
- 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 three 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.

Café 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 / Recording 2.12

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 / Recording 2.13

5 points

Listen to the radio broadcast about raising finance for new businesses, and decide if the following statements are true or false. Circle the correct answer.

- 6 The presenter read an appropriate article the day before the interview. True / False
- 7 If you only need a few thousand pounds, self-funding is OK. True / False
- 8 An investor will need convincing in three general areas. True / False
- 9 He warns against forgetting to promote the team. True / False
- 10 Restaurants aren't attractive to investors because they are lifeless. True / False

Task 3 / Recording 2.21

5 points

Of the following eight phrases, you will hear five in the conversation. Tick the ones you hear.

11 I'm not sure I follow you.

12 What do you mean

13 So what you're saying is

14 Well, in other words, we need to

15 Do you see what I mean?

16 How does that suit you?

17 So can we go over what we've decided?

18 Shall we go?

Task 4 / Recording 2.31

5 points

Listen to the conversation between Leah and Alfredo and answer the following questions.

19 What two words does Leah use to introduce the compromise?

20 What three words does Alfredo use to suggest he agrees?

21 What two words does Leah use to add her condition relating to shade trees?

22 What phrase does Leah use to say they will never agree on children working on the farms?

23 What phrase does Alfredo use to agree with Leah's final point?

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

Sales techniques: how to deal with objections.

B

Finance: How can a venture capitalist help a start up?

Task 2

5 points

Work in pairs or threes and discuss the situation below.

One of you is a manager under pressure to keep overheads low. The other one (or two) work in the IT department with new technology coming in and training courses you must attend. You want a pay rise of £100 per month.

- Listen to the arguments/offers
- Negotiate to find a compromise