

剑桥BEC 真题集中级 第四辑 Test 2

READING 1 hour

PART ONE

Questions 1-7

- Look at the statements below and the advice to businesses on the opposite page about using other companies to run their IT services.
- 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) on your Answer Sheet.
- You will need to use some of these letters more than once.

Example:

0 outsourced processes not being entirely separate from the rest of the business.

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

- 1 the need to teach skills to employees working on the outsourced process
- 2 remembering the initial reason for setting up the outsourced project
- 3 the need to draw up agreements that set out how integration is to be achieved
- 4 addressing the issue of staff who work on the outsourced process being at a distant site
- 5 the importance of making someone responsible for the integration process
- 6 staff on the outsourced project familiarising themselves with various details of the business
- 7 problems being associated with an alternative to outsourcing

| | |
|----------|---|
| | <p>When a business decides to outsource its IT services, it needs to consider the question of integration. Four experts give their views.</p> |
| A | <p>Gianluca Tramcere, Silica Systems</p> <p>An outsourced IT service is never a fully independent entity. It is tied to the home company's previous and continuing systems of working. But despite the added responsibility of managing new ways of working, many businesses ignore the integration process. They fail to establish contracts that define the ways in which the two companies will work alongside one another, and focus solely on the technological aspects of service delivery.</p> |
| B | <p>Kevin Rayner, Domola</p> <p>Businesses need to build integration competency centres dedicated to managing the integration effort. It is critical to have an individual in charge to check that the external and internal business operations work together. Although companies often think of outsourcing as a way of getting rid of people and assets, they need to remember that, at the same time, outsourcing involves gaining people. Because there is a new operation being carried out in a different way outside of the home business, this creates a training element.</p> |
| C | <p>Clayton Locke, Digital Solutions</p> <p>Communication is the key to success, and outsourcing to other regions or countries can lead to a range of problems. For any such initiative, it is necessary to create a team where there is good, open communication and a clear understanding of objectives and incentives. Bringing people to the home location from the outsourced centre is necessary, since it can aid understanding of the complexities of the existing system. To integrate efficiently, outsourcing personnel have to talk to the home company's executives and users to understand their experiences.</p> |
| D | <p>Kim Noon, J G Tech</p> <p>One way to avoid the difficulties of integration is to create a joint-venture company with the outsourcer. Thus, a company can swap its assets for a share of the profits. Yet joint ventures bring potential troubles, and companies should be careful not to lose sight of the original rationale for outsourcing: to gain cost efficiencies and quality of service in an area that for some reason could not be carried out entirely in-house. The complexities and costs of a joint-venture initiative should not be underestimated.</p> |

PART TWO

Questions 8-12

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

| <p style="text-align: center;">The best person for the job</p> <p style="text-align: center;"><i>Employees can make a business succeed or fail, so the people who choose them have a vital role to play</i></p> | |
|--|---|
| <p>Employees are a company's new ideas, its public face and its main asset. Hiring the right people is therefore a significant factor in a company's success. (0).....D If the human resources department makes mistakes with hiring, keeping and dismissing staff, a business can disappear overnight. Many companies now realise that recruiting the best recruiters is the key to success.</p> <p>Sarah Choi, Head of HR at Enco plc, believes that thinking commercially is a key quality in HR. 'Every decision an HR manager makes needs to be relevant to advancing the business. (8) That's no longer the case. HR managers have to think more strategically these days. They continually need to think about the impact of their decisions on the bottom line. (9)..... For example, a chief executive will expect the HR department to advise on everything from the headcount to whether to proceed with an acquisition.'</p> <p>Why do people go into HR in the First place?</p> | <p>Choi has a ready answer. 'I think most people in the profession are attracted by a long-term goal. (10)..... Nothing happens in the company which isn't affected by or doesn't impact on its employees, so the HR department is a crucial part of any business.'</p> <p>Not all operational managers agree. An informal survey of attitudes to HR departments that was carried out last year by a leading business journal received comments such as 'What do they actually contribute? (11)..... As Choi points out, salaries have never been higher and, in addition, HR managers often receive substantial annual bonuses.</p> <p>Despite the financial rewards, HR managers often feel undervalued, and this is a major reason for many leaving their jobs. (12) However, alack of training and development is a more significant factor. These days, good professional development opportunities are considered an essential part of an attractive package.' Choi explains.</p> |

Example:

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

- A** But rising levels of remuneration demonstrate that the profession's growing importance is widely recognised.
- B** At one time, a professional qualification was required in order to progress to the top of HR.
- C** Other departments and senior executives used to see HR managers as having a purely administrative role.
- D** Since it's one of the few areas where you can see the whole operation, it can lead to an influential role on the board.
- F** Being seen as someone who just ticks off other people's leave and sick days does not help build a sense of loyalty.
- G** They therefore need to be competent in many aspects of a company's operations.
- F** On the other hand, recruiting the wrong staff can lead to disaster.

PART THREE

Questions 13-18

- Read the article below about a technology company and the questions on the opposite page.
- For each question (13-18), mark one letter (A, B, C or D) on your Answer Sheet.

Critical Path

When David Hayden realised his company was heading for trouble, he took drastic measures to get it back on track

David Hayden founded his company Critical Path, an email provider, in 1997 to take advantage of the boom in email traffic. Critical Path became a public company two years later, and Hayden took the opportunity to step down from his executive position in order to work on personal projects. At the same time, he agreed to stay with the company as Chairman, but the business was put in the hands of new managers by its investors. With sector-leading products and an expanding market, the company seemed to be on the up and up. However, by early 2001, it was in trouble. Shares that had been worth \$26 in 1999, when they were first sold, were down to a mere 24 cents. Called in by a panicking board,

within the company he could trust and put them in charge, The next thing Hayden had to tackle was morale. 'Everyone left the office at five on the dot — they couldn't get away quickly enough. To get the buzz back and win the staff over, I had to prove my own commitment and put in the extra hours with them] In return, it was assumed that nobody would ask for overtime pay until the company was on its feet again. Contrary to normal practice, Hayden was reluctant to lay people off, and apart from not replacing people as they reached retirement age, he left the workforce largely unchanged, although he did identify key people throughout the

Hayden found himself back in charge as Executive Chairman, trying desperately to rescue what he could. The 1,100 staff had lost confidence in the company and did not know what was going to happen to them. And, as Hayden discovered, the management team was incompetent. 'Those guys didn't understand the product or the sector,' says Hayden. 'The heads of department didn't communicate and they didn't lead.' But what was worse, Critical Path had lost the goodwill of its investors.

Hayden knew that bringing the figures under control would be a vital step in the company's turnaround. 'You've got to sort out the Finances. For me, that meant getting back the goodwill of the investors. That was tough, after what had happened. But although they were angry with the company, they didn't have bad feelings about me. I told them that I knew I could get the company on its feet again.' He was authorised to make whatever changes were required, and his first act was to find people

company who were given more responsibility.

But, as Hayden insists, before a company reaches such a crisis, there are warning signs that any financial director or accountant should take note of. 'A business that has an unrealistic pricing policy or has to negotiate extended credit with its suppliers is in trouble,' is his message. 'Or if you often have to apply for your overdraft limit to be raised or have trouble

paying tax on time, something needs to be done.'

By 2003, the company was healthy again, with reasonably stable finances and a modest but steady share price of \$1.60. 'One thing that helped save us was that our technology worked,' says Hayden. 'With 20 million email accounts, we never lost a single major client because the product kept on working.' With ideas for a fresh venture demanding his attention elsewhere, Hayden has moved on. 'It was time to go,' he says. 'I'm not a turnaround specialist. I prefer start-ups.'

- 13** What event coincided with Critical Path becoming a public company?
A Hayden became the Executive Director of Critical Path.
B Investors hired a replacement team to run Critical Path.
C Critical Path launched a successful new product on the market.
D Critical Path was floated on the Stock Exchange at 24 cents per share.
- 14** Which of the following situations did Hayden face at Critical Path in 2001?
A The employees were worried about job security.
B The investors were calling for changes to the company structure.
C The management was misleading the staff about the company's position.
D The board of directors did not realise the scale of the company's problems.
- 15** One reason Hayden was able to turn Critical Path around was that
A he managed to find new investors.
B the financial situation was not as bad as he had thought.
C he had built up a good relationship with the management team.
D he was given the support that he needed.
- 16** What was Hayden's policy regarding the staff of Critical Path?
A He paid overtime to everybody who worked outside office hours.
B He reduced the workforce by operating an early retirement scheme.
C He gave key staff the opportunity to help him set goals for the company.

- D** He restored motivation by showing willingness to work alongside staff.
- 17** According to Hayden, what could indicate that a business is in trouble?
- A** problems keeping accounts up to date
- B** suppliers refusing to offer new credit terms
- C** a frequent need to increase the amount borrowed
- D** difficulties in getting payment from customers on time
- 18** Hayden left Critical Path after he had rescued the company because
- A** he wanted to develop the technology for a new internet service.
- E** he wanted to concentrate on founding a new enterprise.
- C** he had been offered a job with a major internet company.
- D** he decided to go into partnership with a major client.

PART FOUR

Questions 19-33

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

Fighting Fit

Fine Fitness, the health and fitness club operator; (0)..... an impressive set of results yesterday. (19)..... a 38-per-cent jump in annual pre-tax profits, the company claimed that it had (20)..... none of the problems (21)..... last week by its rival, Top Fit. According to Samantha Collier; the chief executive, Fine Fitness (22)..... strong and is on (23)..... to reach its target of 100 clubs within three years, its strategy unaffected by the apparent (24)..... down of the economy.

The company opened 12 new clubs in the past year; (25)..... its total to 51. They have (26)..... to be highly successful, with people joining in large numbers, especially in the 25 to-40 age range. Even the more (27)..... clubs are still seeing sales growth, along with rising retention (28)..... of more than 70 per cent. This can be seen as clear (29)..... of the appeal of Fine Fitness.

Ms Collier admitted that as there were (30)..... too many companies competing with one another there would almost certainly be (31)..... in the health-and-fitness-club sector of the market. She predicted that, within a relatively short time, there might be only about three major companies still in (32)..... However; she declined to say which these were likely to be.

Profits rose by £6.3 million, although there was a fall in gross margins from 31 per cent to 28.6 per cent because of higher insurance premiums, extra management costs and start-up expenses for the company's new (33)..... in Spain.

Example:

A stated

B expressed

C said

D announced

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

- | | | | |
|------------------------------|------------------------|----------------------|-----------------------|
| 19 A Stating | B Reporting | C Remarking | D informing |
| 20 A taken | B felt | C experienced | D caught |
| 21 A released | B issued | C opened | D revealed |
| 22 A stays | B remains | C maintains | D keeps |
| 23 A track | B direction | C way | D line |
| 24 A falling | B breaking | C cutting | D slowing |
| 25 A bringing | B putting | C getting | D mounting |
| 26 A shown | B resulted | C proved | D demonstrated |
| 27 A installed | B formed | C established | D confirmed |
| 28 A rates | B standards | C proportions | D volumes |
| 29 A witness | B sign | C display | D evidence |
| 30 A purely | B merely | C simply | D barely |
| 31 A union | B consolidation | C alliance | D combination |
| 32 A trade | B office | C commerce | D business |
| 33 A trial | B venture | C proposal | D speculation |

PART FIVE

Questions 34-45

Examples:

| | | | | | | | | |
|----------|----------|----------|----------|----------|----------|----------|----------|--|
| 0 | A | S | | | | | | |
| 0 | C | O | R | R | E | C | T | |

- Read the article below about a manufacturing company called Lebrun.
- In most of the lines (**34-45**), there is one extra word. It either is grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct.
- If a line is correct, write **CORRECT** on your Answer Sheet.
- If there is an extra word in the line, write **the extra word** in CAPITAL LETTERS on your Answer Sheet.
- The exercise begins with two examples (**0** and **0**).

Lebrum Steel Facing up to Tough Times

0 After 98 years of trading, the steel manufacturer Lebrun knows from experience as how

0 difficult fluctuations in the economic cycle can be for suppliers such as themselves.

34 Since many of the nation's largest production companies which are its customers,

35 Lebrun is adversely affected by any change for the worse in the economy. Yet

Lebrun

36 has managed to keep on sales steady (in the region of approximately \$2.5 billion)

37 and has recorded only one annual loss during the difficulties of the past five

38 years, but despite the effects of the ongoing industrial slowdown. James Griffith,

39 president of Lebrun, now has the task of turning up survival into growth, and

40 his strategy is already becoming clear to those industry observers. In February of

41 this year, the company acquired Bronson plc, additionally a one-time competitor.

42 This merger will greatly expand the size of both Lebrun's labour force, and

43 Griffith estimates it will boost its revenue by nearly 50%, while too increasing

44 the number of plants and R&D centres in much a similar way. Griffith is

45 optimistic that while the steel industry is about to pull out of recession, and he

wants Lebrun to be ready for this.

WRITING 45 minutes

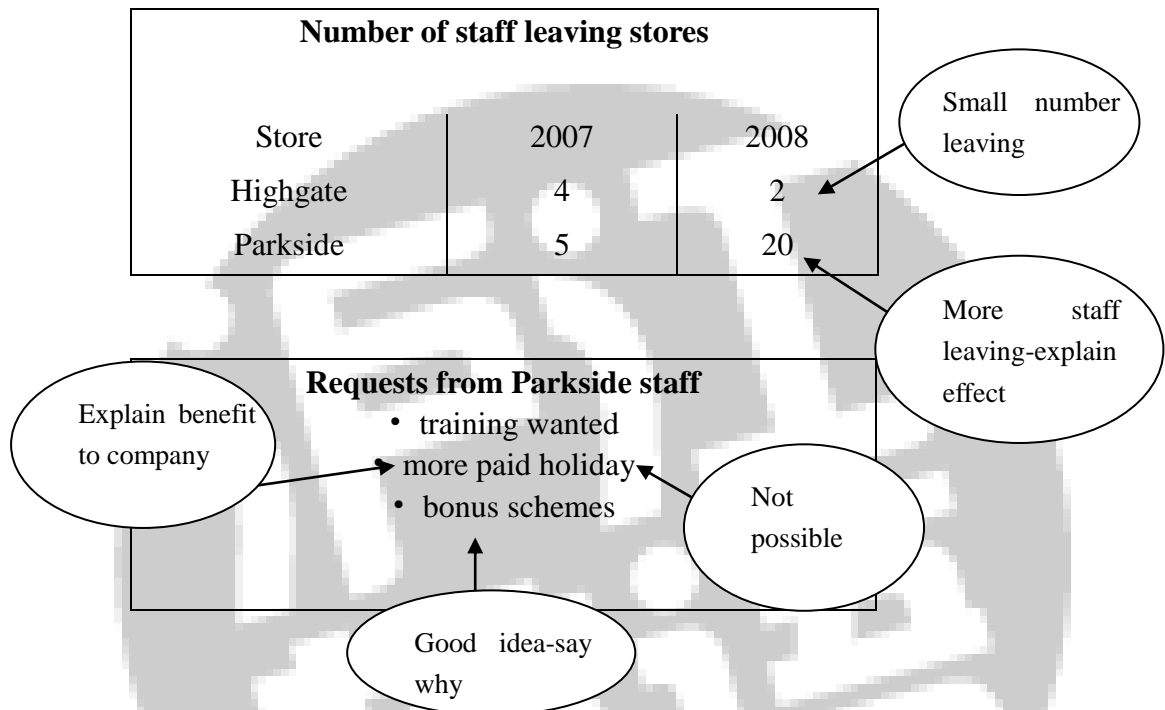
PART ONE

- You are organising a meeting to discuss possible cuts to your department's budget.
- Write an **email** to all staff in your department:
 - giving them the date of the meeting
 - explaining why some cuts have to be made
 - saying why it is important for all staff to attend.
- Write **40-50** words.

| | |
|----------|----------------|
| To... | All staff |
| Cc... | |
| Subject: | Identity cards |
| | |

PART TWO

- The number of staff leaving Parkside, one of your company's retail stores, is high compared to another of its stores. Your line manager has asked you to write a report about the situation.
- Look at the information below, on which you have already made some handwritten notes.
- Then, using **all** your handwritten notes, write your **report**.
- Write **120-140** words.



LISTENING 40 minutes (including
10 minutes' transfer time)

PART ONE

Questions 1-12

- You will hear three telephone conversations or messages.
- Write one or two words or a number in the numbered spaces on the notes or forms below.
- After you have listened once, replay each recording.

Conversation One

(Questions 1-4)

- Look at the note below.
- You will hear a man clarifying some information about a balance sheet.

Message for Bill

Tom rang re queries on balance sheet for (1)
Figures in column A deal with (2) liabilities.
Figures for assets include (3) assets only.
Section 4 figures indicate (4) over last two years.

Conversation Two

(Questions 1-4)

- Look at the notes below.
- You will hear a man leaving a message for a colleague about another company's press conference.

NOTES ON WEBSTER'S PRESS CONFERENCE

Webster intends to:

- increase number of (5) in next few years.
- create position of (6) under Marketing Director.
- centralise the system for (7)
- introduce (8)

Conversation Three

(Questions 9-12)

- Look at the notes below.
- You will hear a woman telephoning a colleague about a new project.

E-commerce Website Project Notes

Team: we need to recruit an (9) to solve pre programming problems.

Report: needed by end of week. should include: include,

- some indication OF (10) of project.
- details of (11) what will be needed.
- clear statement of the (12) of project.

PART TWO

Questions 13-22

Section One

(Questions 13-17)

- You will hear five short recordings.
- For each recording, decide which aspect of conducting interviews each speaker considers particularly important.

- Write one letter (**A-H**) next to the number of the recording.
- Do not use any letter more than once.
- After you have listened once, replay the recordings.

| | |
|-----------------|---|
| 13 | A asking the applicant some hard questions |
| 14 | B including a practical task in the interview |
| 15 | C helping the applicant to relax |
| 16 | D giving the interviewee a chance to ask questions |
| 17 | E discussing references with the interviewee |
| | F judging how the applicant would behave at work |
| | G checking the relevance of the applicant's experience |
| | H having several interviewers on the panel |

Section Two (Questions 18-22)

- You will hear another five recordings. Five speakers are talking about problems with a project.
- For each recording, decide what the problem was.
- Write one letter (**A—H**) next to the number of the recording.
- Do not use any letter more than once.
- After you have listened once, replay the recordings.

| | |
|-----------------|---|
| 18 | A Staff were unhappy about working overtime. |
| 19 | B The budget was inadequate. |
| 20 | C The wrong equipment was delivered. |
| 21 | D The equipment was unreliable. |
| 22 | E The customer changed the specifications. |
| | F Staff lacked relevant skills. |
| | G The supplier went bankrupt. |
| | H Too few staff were recruited. |

PART Three Questions 23-30

- You will hear a radio reporter talking about difficulties faced by the new Chief Executive of Healthway plc, a chain of health and beauty stores.
- For each question (**23-30**), mark one letter (**A**, **B** or **C**) for the correct answer.
- After you have listened once, replay the recording.

- 23** The Chief Executive is in a difficult position because Healthway plc is
- A** becoming less popular with the general public.
- B** failing to attract new shareholders.
- C** suffering from a history of static sales.

- 24** What form of competition is a threat to Healthway plc?
A the growth of internet shopping
B supermarkets undercutting its prices
C other health and beauty chains opening stores
- 25** How does Healthway plc differ from Robert Henlow's previous employer?
A Most senior staff have been promoted internally.
B Senior staff are generally appointed from outside.
C It has a high turnover of senior staff.
- 26** The reporter's criticism of Charles Hamilton's financial strategy is that the company
A under-invested in its systems.
B failed to grow through takeovers.
C paid too little attention to its share price.
- 27** With regard to the beauty treatment centres, Charles Hamilton is criticised for
A closing a chain which had the potential for making a profit.
B over-investing in the centres at the expense of the core activity.
C starting a new concept that was unlikely to succeed.
- 28** What mistake did Charles Hamilton make with regard to staff?
A failing to ensure that the need for reorganisation was understood
B concentrating redundancies in the wrong parts of the company
C getting rid of too many people with essential skills
- 29** What does the consultants' report recommend?
A reducing the total number of stores
B increasing the average size of the stores
C leaving staff numbers unchanged
- 30** Why is Robert Henlow's new position a personal challenge for him?
A He has never worked in a company with such serious problems.
B It is his first appointment as Chief Executive of a large company.
C He is unfamiliar with the sector in which Healthway operates.

You now have 10 minutes to transfer your answers to your Answer Sheet.

SPEAKING 14minutes

SAMPLE SPEAKING TASKS

PART ONE

In this part, the interlocutor asks questions to each of the candidates in turn. You have to give information about yourself and express personal opinions.

PART TWO

In this part of the test, you are asked to give a short talk on a business topic. You have to choose one of the topics from the three below and then talk for about one minute. You have one minute to prepare your ideas.

A: What is important when ... ?

Aiming to improve career prospects

- Reading business articles
- Learning a foreign language
-
-

B: What is important when...?

Deciding how to transport goods

- Destination
- Speed
-
-

C: What is important when ... ?

Purchasing new machinery

- Level of automation
- Maintenance requirement
-
-

PART THREE

In this part of the test, you are given a discussion topic. You have 30 seconds to look at the task prompt, an example of which is below, and then about three minutes to discuss the topic with your partner. After that, the examiner will ask you more questions related to the topic.

For **two** candidates

Promoting a new model

The car manufacturer you work for plans to produce a new model and to target consumers between 18 and 25 years old.

You have been asked to make suggestions for promoting the car.

Discuss the situation together and decide:

- which features of a car might be important to the target group
- how an advertising campaign could present the car.

For **three** candidates

Promoting a new model

The car manufacturer you work for plans to produce a new model and to target consumers between 18 and 25 years old.

You have been asked to make suggestions for promoting the car.

Discuss the situation together, and decide:

- which features of a car might be important to the target group
- how an advertising campaign could present the car
- where you could advertise the car.

Follow-on questions

- If you were buying a car, which features would most influence you? (Why?)
- Apart from the age of target consumers, what might influence companies when pricing new products? (Why?)
- How easily influenced do you think consumers are by advertising campaigns? (Why?/Why not?)
- Why might it be necessary for companies to introduce new products regularly?
- Do you think timing is important when launching new products? (Why?/Why not?)
- Why do you think companies decide to stop making a product?