

Sujet 2006 – Test Anglais – TREMPLIN 1

**Section 1
Structure**

This section tests your ability to identify appropriate forms of standard written English.

Directions: each question contains a sentence that is incomplete in some way. Beneath each sentence you will see four words or phrases, marked a/, b/, c/ and d/. Choose the one word or phrase that best completes the sentence.

Example: *John Le Carré _____ for his novels on espionage.*

- | | | | |
|----|-----------|----|---------------|
| a/ | famous | b/ | has fame |
| c/ | is famous | d/ | who is famous |

The sentence should read, “John Le Carré is famous for his novels on espionage.” Therefore c/ is the correct answer.

Now begin work on the questions.

1. Don't forget _____ those letters.

- a/ to post
- b/ posting
- c/ to posting
- d/ post

2. The manager couldn't mend the machine himself so he _____ at the factory.

- a/ had it mend
- b/ had it mended
- c/ did it mend
- d/ had mended

3. I _____ getting up at eight o'clock. It's not as difficult as I thought.

- a/ used to
- b/ used
- c/ am used to
- d/ would

4. The Financial Director _____ last night, but I'm not sure.

- a/ may arrive
- b/ might arrive
- c/ should arrive
- d/ may have arrived

5. *Mr Jones drives a BMW and everyone at the office is jealous. He's had it*

- _____.
- a/ for five years
 - b/ since five years
 - c/ five years ago
 - d/ in five years

6. *She was invited by the Head of Resources _____ the possibility of promotion within the company.*

- a/ to discuss
- b/ discussing
- c/ to discussing
- d/ to have discussed

7. *They didn't have _____ mineral water left in the supermarket due to the heatwave.*

- a/ a lot
- b/ little
- c/ too
- d/ much

8. *Just before leaving for the airport she realised that she had lost her keys, she couldn't find them _____.*

- a/ nowhere
- b/ anywhere
- c/ nothing
- d/ somewhere

9. *He was held up in a traffic jam and arrived _____ Heathrow airport an hour late, but luckily was just in time to catch his plane.*

- a/ at
- b/ in
- c/ on
- d/ by

10. *They were really looking forward _____ the new Harry Potter film which was due to be released at Christmas.*

- a/ to see
- b/ seeing
- c/ see
- d/ to seeing

11. *Don't start _____ again, otherwise we won't hear the results.*

- a/ to shouting

- b/ shouting
- c/ shout
- d/ in shouting

12. Kylie loves London and _____ there since 1990.

- a/ lives
- b/ is living
- c/ has lived
- d/ does live

13. If I win the lottery, I _____ a house on the coast as I just love the sea breeze.

- a/ will buy
- b/ have bought
- c/ would buy
- d/ would have bought

14. After the first interview the candidate realised there was no point _____ for the results because in her mind she knew that it hadn't gone well.

- a/ in staying
- b/ to stay
- c/ for staying
- d/ to staying

15. That was for him the _____ of his worries.

- a/ fewer
- b/ less
- c/ last
- d/ least

16. He _____ for the bus when the accident happened right in front of his very eyes!

- a/ hadn't been waiting long
- b/ has been waiting long
- c/ has waited long
- d/ waited long

17. It was the best football match he had ever seen. He'll never forget _____ Steven Gerard score the winning goal.

- a/ to see
- b/ seeing
- c/ to seeing
- d/ see

18. I thought you _____.

- a/ will come to the party.
- b/ were coming to the party.
- c/ came to the party.
- d/ have come to the party.

19. *When he retires next month, he _____ head of the company for more than thirty years.*

- a/ was
- b/ has been
- c/ will have been
- d/ had been

20. *The secretary worked so hard yesterday that she _____ clear her desk for the weekend.*

- a/ was able to
- b/ can
- c/ should
- d/ must

21. *The journalist wrote the article _____, he didn't need anybody's help.*

- a/ by his own
- b/ on his own
- c/ on himself
- d/ by his ownership

22. *By this time tomorrow we _____ the decision.*

- a/ will have made
- b/ have made
- c/ are making
- d/ made

23. *The Sales Representative is _____ the customer to buy it at this very moment.*

- a/ telling
- b/ saying
- c/ saying to
- d/ telling to

24. *Our department did not reach its monthly quota _____ we worked a lot of overtime.*

- a/ because of
- b/ even though
- c/ despite
- d/ but

25. *Simon prefers cycling _____ driving to work everyday.*

- a/ to
- b/ than
- c/ for
- d/ as

26. *The Chairman thanked me for what I _____ the previous week.*

- a/ have done
- b/ was doing

- c/ had done
- d/ have been doing

27. *The visitors to the company _____ all the different ways of making brandy.*

- a/ had shown
- b/ were shown
- c/ showed
- d/ have shown

28. _____ *the workers demands, the management hoped they could avoid a strike.*

- a/ Giving in to
- b/ By giving in to
- c/ They gave in to
- d/ Having to give in to

29. *Only when all the votes had been counted and the result declared*

- _____.
- a/ could they open the champagne and celebrate
 - b/ they opened the champagne and celebrated.
 - c/ when they opened the champagne and celebrated.
 - d/ they could open the champagne and celebrate.

30. *Not only _____ but they insisted the Head of Department resign as well.*

- a/ the board sacked the culprits
- b/ the culprits sacked by the board
- c/ the board sacking the culprits
- d/ did the board sack the culprits

Section 2

Written expression

Directions: The following sentences have four underlined words or phrases. The four underlined parts of the sentence are marked a/ , b/ , c/ and d/. Identify the one underlined word or phrase that must be changed in order for the sentence to be correct.

Example:

Fresh, green vegetables are an excellent source vitamins.

- | | | | |
|----|-------|----|------------|
| a/ | Fresh | b/ | vegetables |
| c/ | an | d/ | source |

The sentence should read, "Fresh, green vegetables are an excellent source of vitamins"
Therefore d/ is the correct answer.

Now begin work on the questions.

31. His staff will hold it's meetings in our conference room until his offices have been refurbished.

- a/ His
- b/ it's
- c/ our
- d/ his

32. They were over the moon that all the furnitures had arrived in their new apartment before they had, because now at least they had a bed to sleep in that night.

- a/ over
- b/ furnitures
- c/ their
- d/ to sleep

33. One of the largest company in the world is Microsoft; its founder was Bill Gates who is now an extremely wealthy man.

- a/ company
- b/ its
- c/ who
- d/ wealthy

34. When the board members will find out what the financial manager has been up to there could be problems and shares could be affected.

- a/ will find out
- b/ what
- c/ has been up to
- d/ affected

35. The Production Manager gave her some advices but unfortunately she ignored him and by the following week the product had been withdrawn from the shelves.

- a/ gave
- b/ advices
- c/ following
- d/ withdrawn

36. Since the firm expanded in 2003 their annual revenue from ticket sales and contributions grew by 85 percent to £42.9 million.

- a/ Since
- b/ annual
- c/ grew
- d/ million

37. The apprentice explained him that he thought he deserved a holiday after the hard work he had put in.

- a/ explained
- b/ deserved
- c/ after
- d/ had put in

38. The others factory workers also decided to go out on strike yesterday in support of their colleagues.

- a/ others
- b/ also decided
- c/ on strike
- d/ colleagues

39. The committee that was organised to review new policies have already met twice this month and passed two resolutions.

- a/ was organised
- b/ new policies
- c/ have
- d/ passed

40. The advertising magnate, accusing of siphoning money, had concealed the stolen funds in hidden accounts.

- a/ advertising
- b/ accusing
- c/ stolen
- d/ hidden

41. For security reasons every employees is required to wear their identification badges while at work.

- a/ every employees
- b/ is required
- c/ identification
- d/ while

42. In order to avoid to make mistakes, have your colleague check the statistics.

- a/ In order to
- b/ to make
- c/ have
- d/ the statistics

43. Although the new associate had put in so much time and effort as Ms. Smith, his proposal was rejected.

- a/ Although
- b/ had put in
- c/ so much
- d/ was rejected

44. Everybody is thinking that Chico will win The X Factor this year even though he really doesn't have much talent.

- a/ is thinking
- b/ will win
- c/ this year
- d/ doesn't have

45. The draw for the second round of the FA Cup took place last april and Burscough Town, who beat Gillingham last week, will play Liverpool in the third round.

- a/ took place
- b/ april

- c/ beat
- d/ in

46. ***As your old one, this new copier can collate and staple the copies in half the time.***

- a/ As
- b/ can
- c/ staple
- d/ in half the time

47. ***Having a child these days is so much more easy thanks to the various products that exist on the market.***

- a/ Having
- b/ more easy
- c/ to
- d/ on

48. ***Many of the characters portrayed by writer Joyce Carol Oats is mentally ill.***

- a/ Many
- b/ portrayed
- c/ is
- d/ ill

49. ***Most the newspapers depend on independent journalists for their international stories and photographs.***

- a/ Most the
- b/ on
- c/ for
- d/ their

50. ***When travelling with a low cost airline the maximum weigh allowed for one passenger is twenty kilos.***

- a/ travelling
- b/ cost
- c/ weigh
- d/ is

51. ***After reviewing their finances, they decided reduce spending in all departments except marketing.***

- a/ After reviewing
- b/ they decided
- c/ reduce
- d/ except marketing

52. ***Tony Blair and his government are under strong criticism from the opposition for the new anti-terror bill which will allow the police to held a terror suspect for up to ninety days without charge.***

- a/ under
- b/ opposition
- c/ to held
- d/ up to

53. When he arrived at the border the customs officers searched him and his car thoroughly, before allowing him to continue his travel along the coast.

- a/ arrived
- b/ him
- c/ thoroughly
- d/ travel

54. The 90-years-old actor received a special award during the TV award ceremony to celebrate his many years in the acting profession.

- a/ 90-years-old
- b/ received
- c/ during
- d/ acting

55. The Foreign Affairs Minister has flew back to his country after successfully negotiating the long-awaited trade agreement with China.

- a/ has flew
- b/ after successfully negotiating
- c/ long-awaited
- d/ with

56. They had realised the error earlier, immediate retribution could have been made, and the chaos that unfortunately followed would have been avoided.

- a/ They had realised
- b/ immediate retribution
- c/ the chaos that unfortunately
- d/ would have been avoided

57. They considered switching production to the Germany, but finally decided against it.

- a/ considered
- b/ switching
- c/ the Germany
- d/ decided against

58. The receptionist at the hotel they were staying in told them to go and visit Oxford Street because the sells had just started that morning.

- a/ were staying
- b/ them
- c/ the sells
- d/ had just started

59. The Japan authorities now encourage foreign firms to manage investment funds.

- a/ Japan authorities
- b/ encourage
- c/ to manage
- d/ funds

60. Judging from what has happened by the last two years, the demand for this type of product will continue to grow.

- a/ from
- b/ by
- c/ demand for
- d/ will continue

Section 3 Vocabulary

Directions. In this section, each question is a sentence with a word or phrase underlined. Below each sentence are four choices and you should select the one that has the closest meaning to the underlined word or phrase.

Example: It was not until the nineteenth century that a bridge was built over the river at Bordeaux.

- a/ created
- b/ constructed
- c/ prepared
- d/ linked

Here the word “constructed” is closest in meaning to “built”, so b/ is the best answer.

Now begin work on the questions.

61. The Marketing Director popped out for a few minutes as he had a very important phone call to make.

- a/ nipped out
- b/ skipped out
- c/ hopped out
- d/ jumped out

62. No matter what the parents said, the teacher felt that she had been lenient with the pupil.

- a/ severe
- b/ wise
- c/ abusive
- d/ tolerant

63. The firm knew that it had some tough decisions to make before the next board meeting.

- a/ important
- b/ different
- c/ difficult
- d/ various

64. They have to pay the invoice by the beginning of next week.

- a/ bill
- b/ buyer
- c/ seller
- d/ supplier

65. He decided to purchase the red one, that way everyone would be happy.

- a/ sell
- b/ buy
- c/ get rid of
- d/ download

66. The Chief Executive refused his offer.

- a/ turned out
- b/ turned down
- c/ turned over
- d/ turned up

67. The Human Resources Department decided it was time to hire five members of staff.

- a/ employ
- b/ engage
- c/ take out
- d/ make redundant

68. He paid one hundred pounds for the suit and thought it was a bargain.

- a/ knifed out
- b/ spooned out
- c/ forked out
- d/ checked out

69. The Personnel Officer is the person who deals with the applications for any vacant posts.

- a/ gives
- b/ handles
- c/ heads
- d/ thumbs

70. Next year the firm will start a vast advertising campaign in Australia.

- a/ huge
- b/ big
- c/ wide
- d/ broad

71. The Managing Director decided to ditch the old system of clocking in.

- a/ to get away with
- b/ to send away with
- c/ to do away with
- d/ to make away with

72. Mrs. Brown was dumbfounded at her husband's reaction.

- a/ cheery
- b/ stunned

- c/ upset
- d/ over the moon

73. He created the name for his company from the initials of his tea supplier and his own family name.

- a/ nickname
- b/ surname
- c/ given name
- d/ middle name

74. Everyone was surprised to see the share prices plummet.

- a/ skyrocket
- b/ shoot up
- c/ nose dive
- d/ level off

75. There was turmoil when the announcement was made as to the name of the new leader of the Tory Party.

- a/ bedlam
- b/ noise
- c/ surprise
- d/ anger

76. Avian flu started out in Asia and is now moving towards Europe just like the scientists predicted.

- a/ kicked off
- b/ headed off
- c/ handed off
- d/ elbowed off

77. This year the booze industry has increased its profits tremendously due to new laws which have come into effect.

- a/ car
- b/ drinks
- c/ computer
- d/ food

78. The man had become extremely thrifty in his old age.

- a/ frugal
- b/ mean
- c/ wise
- d/ intelligent

79. The supplier and buyer were bickering about a small detail for hours.

- a/ squabbling
- b/ chatting
- c/ talking
- d/ arguing

80. The team had been set a very daunting challenge, but decided to continue with what the Director had asked them to do.

- a/ disappointing
- b/ intimidating
- c/ illusioned
- d/ deserving

81. Having heard so many people say the complete opposite, she was really surprised at how gregarious the locals were.

- a/ sociable
- b/ charming
- c/ generous
- d/ open-minded

82. In certain companies today, the issue of stress among workers is high on their agendas.

- a/ salary
- b/ pressure
- c/ power
- d/ strikes

83. During the concert many products were on sale outside the venue for those who were unable to attend the show, but inside many objects were distributed to the crowd.

- a/ dished out
- b/ bowled out
- c/ plated out
- d/ panned out

84. Working for an international firm today is the aim of the majority of business students.

- a/ society
- b/ corporation
- c/ charity
- d/ enterprise

85. It used to be very fashionable at one time to wear ankle boots but today we see more people wearing knee high boots.

- a/ fast
- b/ buzz
- c/ top
- d/ trendy

86. His sister was flummoxed as to why he wanted to go to Australia to live.

- a/ dogged
- b/ sickened
- c/ bewildered
- d/ offended

87. They knew that they had to seize the opportunity before it was too late.

- a/ persevere

- b/ retain
- c/ swindle
- d/ grab

88. *During the conference a man at the back of the hall yelled very loudly.*

- a/ shouted
- b/ cried
- c/ whimpered
- d/ weeped

89. *The host was frantic as she didn't know what time the guests were arriving, so she called them to put her mind at ease.*

- a/ scared
- b/ overwrought
- c/ staggered
- d/ appalled

90. *The ratings for Eastenders have increased slightly.*

- a/ marginally
- b/ dramatically
- c/ largely
- d/ frightfully

Section 4 Reading comprehension

In this part you will read passages on various topics then answer questions about them. Choose the answer (a), (b), (c) or (d) which best answers the question or completes the given sentence.

Questions 91- 99

How can an organisation's sales operation be improved? One of the keys to becoming more effective is to first determine the type of selling process which needs to be used. In other words, the role the salesperson must play has to be identified. There are three different processes sales staff can adopt: narrative, suggestive and consultative.

The narrative approach depends on the salesperson moving quickly into a standardised presentation. Every buyer receives the same presentation. Emphasis is on highlighting benefits and how the product or service can help the buyer. This is an effective approach if the buying motive for all customers is basically the same. This process is well suited where there are a great number of prospects to be called on.

The suggestive approach depends on the seller being in a position to offer alternative recommendations. This is quite different from the narrative approach as the presentation is tailored to the individual customer. Here, the salesperson must initiate some discussion in order to get the buyer in a positive frame of mind. An example of this process would be a restaurant wine steward who has checked with the waiter what food the customer has ordered and then opens by saying that either "this or that" particular wine would go best with the food ordered. This is an excellent approach where one doesn't have much

time with the customer but is able to acquire some basic information and then offer a particular recommendation. This process is well suited for products and services. However, it does require the salesperson to acquire basic information from the customer before moving on to the presentation. the individual customer. Here, the salesperson must initiate some discussion order to get the buyer in a positive frame of mind. An example of this process would be a restaurant wine steward who has checked with the waiter what food the customer has ordered and then opens by saying that either "this or that" particular wine would go best with the food ordered. This is an excellent approach where one doesn't have much time with the customer but is able to acquire some basic information and then offer a particular recommendation. This process is well suited for products and services. However, it does require the salesperson to acquire basic information from the customer before moving on to the presentation.

The consultative approach requires the salesperson to have a thorough understanding of the customer and what the customer is trying to achieve. The role of the salesperson is to become an adviser or consultant and she must acquire a great deal of information from the customer. With this information the salesperson can plan what to offer the customer. In this case, the salesperson must tailor the presentation to highlight how the salesperson's product or service can be of help. This approach will usually require a number of sales calls as the buying process may be complex. The consultative approach requires a wide variety of skills, including probing, listening, analysis, creativity and persuasiveness. The other two approaches typically require fewer skills.

Hiring, training, motivating and rewarding salespeople need to be linked to the type of sales process being used and this is where the problem starts. Many organisations which should be using a consultative approach use a narrative approach. They use standardised methods and do not tailor presentations to individual customers. You see this in many industries. When this is the case, price becomes a key criterion for the customer.

A key issue in developing a professional sales organisation is in first establishing the sales process. When that decision has been made, all other sales decisions, including hiring, training and rewards can be linked to it.

91. What does the text mainly discuss?

- a/ The three different sales strategies.
- b/ Hiring and training sales assistants.
- c/ Customer needs.
- d/ Organisations.

92. According to the text, which of the approaches is the most complicated?

- a/ the narrative approach
- b/ the consultative approach
- c/ the suggestive approach
- d/ no significant difference

93. According to the writer:

- a/ too many organisations are content with a consultative approach
- b/ too many organisations adapt their sales presentations unnecessarily
- c/ too many organisations are content with individual approaches to individual companies
- d/ too many organisations are content with a narrative approach

94. In line 8 “basically» is closest in meaning to:

- a/ simply
- b/ essentially
- c/ principally
- d/ largely

95. In line 11 “quite” could not be replaced by which of the following?

- a/ entirely
- b/ completely
- c/ fairly
- d/ very

96. Which one of the following could replace the expression in line 12 “tailored to”?

- a/ adapted to
- b/ appropriate to
- c/ presented to
- d/ adopted for

97. According to the text, which of the following statements is true about the consultative approach?

- a/ The salesperson must find out a lot of information from the customer
- b/ The customer is usually highly skilled
- c/ The salesperson is always a tailor
- d/ This approach does not require much skill

98. In line 20 “thorough” is closest in meaning to:

- a/ reliable and carefree
- b/ thoughtful
- c/ complete and accurate
- d/ fruitful

99. In line 33 “this” refers to:

- a/ salespeople use tailored presentations
- b/ salespeople use expensive methods
- c/ salespeople use a consultative approach
- d/ salespeople use standardised methods

Questions 100-106

Brands are accused of all sorts of evils, from threatening our health and destroying our environment to corrupting our children. Brands are so powerful, it is said, that they force us to look alike, eat alike and be alike.

This grim picture has been made popular by many recent anti-branding books. The argument has been most forcefully stated in Naomi Klein’s book *No Logo: Taking Aim at the Brand Bullies*. Its argument runs something like this. In the new global economy, brands represent a

huge proportion of the value of a company and, increasingly, its biggest source of profits. So companies are switching from showcasing product features to marketing aspirations and the dream of a more exciting lifestyle.

Historically, building a brand was rather simple. A logo was a straightforward guarantee of quality and consistency, or it was a signal that a product was something new. For that, consumers were prepared to pay a premium. Building a brand nationally required little more than an occasional advertisement on a handful of television or radio stations showing how the product tasted better or drove faster. There was little regulation. It was easy for brands such as Coca-Cola, Kodak and Marlboro to become hugely powerful. Because shopping was still a local business and competition limited, a successful brand could maintain its lead and high prices for years. A strong brand acted as an effective barrier to entry for competing products. Consumers are now bombarded with choices. They are also harder to reach. They are busier, more distracted and have more media to choose from. They are “commercial veterans” experiencing up to 1,500 pitches a day. They are more cynical than ever about marketing and less responsive to messages to buy. Jonathan Bond and Richard Kirshenbaum, authors of *Under The Radar - Talking To Today's Cynical Consumers*, say “some of the most cynical consumers are the young”. Nearly half of all US college students have taken marketing courses and know the enemy. For them, shooting down advertising has become a kind of sport.

Marketers have to take some of the blame. While consumers have changed beyond recognition, marketing has not. Even in the USA, home to nine of the world's ten most valuable brands, it can be a shockingly old-fashioned business. Marketing theory is still largely based on the days when Procter and Gamble's brands dominated the USA, and its advertising agencies wrote the rules. Those rules focused on the product and where to sell it, not the consumer. The new marketing approach is to develop a brand not a product – to sell a lifestyle or a personality, to appeal to emotions. (It is a much harder task than describing the features and benefits of a product.) However, brands of the future will have to stand for all this and more. Not only will they need to be a stamp of product quality and a promise of a more desirable lifestyle but they will also have to project an image of social responsibility.

100. What does the text mainly discuss?

- a/ The past and the development of marketing brands.
- b/ American brands
- c/ Marketing brands in America and Europe.
- d/ Consumers

101. Which one of the following are brands not guilty of doing?

- a/ Endangering our health
- b/ Damaging our environment
- c/ Harming our children
- d/ Forcing us to be different

102. Which of the following words is a synonym for the word “grim” in line 4?

- a/ weird
- b/ harsh
- c/ strange
- d/ old

103. In the passage, which one of the following statements is true?

- a/ In the past, brands needed to advertise a lot to be successful

- b/ There was plenty of regulation
- c/ Brands were developed for the international market
- d/ In the past a logo guaranteed quality and consistency

104. In the text, who or what are busier or more distracted?

- a/ brands
- b/ consumers
- c/ companies
- d/ advertising

105. According to the text, what today is considered as an old-fashioned business?

- a/ Procter and Gamble
- b/ Marketing and its theory
- c/ Advertising Agencies
- d/ Products

106. According to the text, which of the following is not a new marketing approach?

- a/ to develop a brand
- b/ to develop a product
- c/ to sell a lifestyle or personality
- d/ to appeal to emotions

Questions 107-113

The nation was in shock. David Beckham, Britain's most beautiful (and skilful) footballer emerged from his house on Monday morning to allow the world to photograph a wound above his left eye. Sir Alex Ferguson, manager of his then team Manchester United, had lost his temper after a defeat and kicked a football boot, which hit the Beckham eyebrow.

In sports, more than in most businesses, the management tactics are out in the open for all to see. Not many managers try to strangle their subordinates – as Bobby Knight, a former basketball coach at Indiana University, once did. But the ability to inspire fear has always been an essential tool of management.

Lots of successful chief executives rule by terror. None, it must be said, reaches the standard set by John Patterson, who built NCR early in the 20th century. “When a man gets indispensable, let's fire him,” he would apparently say. One NCR executive discovered he had been fired when he found his desk and chair in flames on the company lawn. Modern laws on constructive dismissal and employee harassment have put an end to such fun.

However, terror in the workplace is making a comeback these days. In an economic upswing, fear goes underground. Workers are scarce, and therefore powerful; bosses must handle the talent with care. When times turn tough, the balance of power swings. As Hank Paulson, chairman of Goldman Sachs, put it, in a speech that upset his staff, “in almost every one of our businesses, there are 15-20% of the people that really add 80% of the value.” In other words 80-85% are largely redundant – and had better shape up fast.

Does fear really motivate? “In sport”, says Scott Snook, who teaches organizational behaviour at Harvard Business School, “fear can become a barrier to taking risks, yet can provide the

essential emotional kick needed to meet a challenge.” Coaches need to strike the right balance (and the right player?) in order to develop talent.

Yet used in the boardroom, fear can be disastrous. Tony Couchman, a headhunter at Egon Zehnder in London, recalls the board of a large firm with a chief executive who so dominated his directors that they rarely questioned or challenged him. “Success in such a company depends on having a great leader and a steady market,” he argues.

Jim Collins, author of a book that explains why some firms succeed in making the jump “from good to great” and others fail, found that the approach to fear was a key distinction among firms that he surveyed. He found that in the truly successful firms people were “productively neurotic”. At Microsoft, for example, employees worry all year at the prospect of their annual meetings with Bill Gates, where even being shouted at would not hurt as much as seeming to be an idiot.

The driving fear of failure, points out Mr Collins, is not unique to corporate life. “I’m self-employed, and I live with constant fear” he says. “But I’m self-afraid.” That kind of fear is common among creative artists and also in professional services where the person is the product and lots of fragile egos have to be managed.

107. What does the text mainly discuss?

- a/ Violence in sport
- b/ Fear and management
- c/ Chief Executives
- d/ Sport and its players

108. According to the text, what had happened to David Beckham after a football match?

- a/ Sir Alex Ferguson had kicked David Beckham in the eye.
- b/ Sir Alex Ferguson had kicked a football boot which hit David Beckham above his eye.
- c/ Sir Alex Ferguson had thrown a football boot at David Beckham’s eye.
- d/ Sir Alex Ferguson had kicked David Beckham in his foot.

109. According to the text which one of the following statements is true?

- a/ An NCR executive set fire to his desk and chair.
- b/ These days workers are plentiful and therefore more powerful.
- c/ On one occasion a basketball coach attempted to strangle a subordinate.
- d/ The Chairman of Goldman Sachs made a speech which his staff adored.

110. The word “kick” in line 22 is closest in meaning to

- a/ stimulation
- b/ tap
- c/ hit
- d/ support

111. According to Scott Snook, which of the following is not true about fear?

- a/ it can help you take risks
- b/ it can help you meet a challenge
- c/ it can provide an emotional kick
- d/ it can become a barrier

112. According to Tony Couchman, why can using fear in the boardroom be disastrous?

- a/ Because there isn't a steady market.
- b/ Because headhunters may be present.
- c/ Because the boardroom is too large
- d/ Because directors may rarely challenge or ask questions to the Chief Executive.

113. Which of the following statements is not true about Jim Collins?

- a/ He has surveyed different companies.
- b/ He is a self-employed author.
- c/ He is often afraid.
- d/ He found that in all large firms the employees were “productively neurotic”.

Questions 114-120

It may seem an exaggeration to describe the scandal overwhelming Royal Ahold as “Europe’s Enron” – but in many ways it is true enough. Certainly, the world’s third biggest food retailer, after Wal-Mart and Carrefour, presents none of the financial risks of Enron, which was both deeply in debt and the world’s largest electricity giant. That apart, the similarities between the former Texan power house and the Dutch retailer are striking, from the very bad corporate governance, aggressive earnings management and accounting “irregularities” to auditors whose role must be called into question.

Now, at least, Europeans should stop believing that corporate wrong-doing is a US problem that cannot occur in the old continent. Instead, they should fix their own corporate governance and accounting problems.

On 24 February 2003, Ahold announced the resignation of its chief executive and finance director after findings that it had overstated its profits by more than 463 m euros (\$500m). Its market valued plunged by 63 per cent that day, to 33bn euros. In late 2001, it exceeded 30bn euros. Ahold is now under investigation by various authorities, including the Securities and Exchange Commission (SEC) in the USA.

Rather like Kenneth Lay at Enron, and Dennis Kozlowski at Tyco, another scandal-hit US firm, Ahold’s now-departing boss, Cees van der Hoeven, won a huge reputation from turning a dull company into a growth machine. Investors applauded long after they should have started asking hard questions. When eventually they did ask them, his anger and pride became quickly apparent and he refused to answer.

The 463m euros overstatement is due primarily to Ahold’s US Foodservice unit, which supplies food to schools, hospitals and restaurants, although there are also issues over its Disco subsidiary in Argentina and several other units. This has led some observers to say that this is less a European problem than yet another US accounting failure. Such a claim absolves Ahold’s bosses of responsibility for their acquisitions and dishonesty and ignores the persistent, firm-wide tendency to test the limits of acceptable accounting.

Most firms that buy in bulk - including such admired retailers as Wal-Mart and Tesco – get discounts from suppliers if they meet sales targets. The issue is how those rebates are accounted for. The accepted practice is to wait until the targets are met. Failing firms, such as now bankrupt Kmart, food distributor Flemming and now Ahold appear to have booked these rebate payments before they were earned.

What of Ahold’s auditor? Although the problems were uncovered, it should have done so much earlier, says Lynn Turner, a former chief accountant at the SEC.

114. What type of company is Royal Ahold?

- a/ An electricity company
- b/ An audit company
- c/ A food retailer
- d/ A bank

115. Which of the following similarities between Enron and Ahold is not mentioned in the text?

- a/ Poor business management
- b/ Assertive profit management policies
- c/ Irregularities in auditing
- d/ Highly skilled directors

116. According to the text, what should European companies do?

- a/ Buy in bulk
- b/ Follow the American example into being a successful company.
- c/ Fix their own problems and stop believing the problems are just in America.
- d/ Become more aggressive in business.

117. Why did the shareholders admire Cees van der Hoeven?

- a/ Because he was the boss.
- b/ Because he resigned from the company.
- c/ Because he was Dutch.
- d/ Because his policies made huge profits for the company

118. Which of Ahold's acquisitions is mentioned in the text?

- a/ Disco in Argentina.
- b/ Wal-Mart in America
- c/ Tesco in England
- d/ Kmart in South Africa

119. How did Foodservice overstate its sales?

- a/ It bought too much in bulk
- b/ It factored in discounts before targets had been met
- c/ It failed to meet targets
- d/ It failed to get discounts

120. According to the text, which one of the following statements is not true?

- a/ Tesco buy in bulk
- b/ Tyco was another scandal-hit U.S firm
- c/ Kmart is now bankrupt
- d/ Lynn Turner is a chief accountant at the SEC

Answers

1. Answer: a/ to post
2. Answer: b/ had it mended
3. Answer: c/ am used to
4. Answer: d/ may have arrived
5. Answer: a/ for five years
6. Answer: a/ to discuss
7. Answer: d/ much
8. Answer: b/ anywhere
9. Answer: a/ at
10. Answer: d/ to seeing
11. Answer: b/ shouting
12. Answer: c/ has lived
13. Answer: a/ will buy
14. Answer: a/ in staying
15. Answer: d/ least
16. Answer: a/ hadn't been waiting long
17. Answer: b/ seeing
18. Answer: b/ were coming to the party
19. Answer: c/ will have been
20. Answer: a/ was able to
21. Answer: b/ on his own
22. Answer: a/ will have made
23. Answer: a/ telling
24. Answer: b/ even though
25. Answer: a/ to
26. Answer: c/ had done
27. Answer: b/ were shown
28. Answer: b/ By giving in to
29. Answer: a/ could they open the champagne and celebrate.
30. Answer: b/ did the board sack the culprits
31. Answer: b/ it's

32. Answer b/ furnitures

33. Answer: a/ company
34. Answer: c/ will find out
35. Answer: b/ advices
36. Answer: c/ grew
37. Answer: a/ explained
38. Answer: a/ others
39. Answer: c/ have
40. Answer: b/ accusing
41. Answer: a/ every employees

42. Answer: b/ to make

43. Answer: c/ much
44. Answer: a/ is thinking
45. Answer: b/ april
46. Answer: a/ As

47. Answer: b/ more easy

48. Answer: c/ is

49. Answer: a/ Most the

50. Answer: c/ weigh

51. Answer: c/ reduce

52. Answer: c/ to held

53. Answer: d/ travel

54. Answer: a/ years

55. Answer: a/ has flew

56. Answer: a/ They had realised

57. Answer: c/ the Germany

58. Answer: c/ the sells

59. Answer: a/ Japan authorities

60. Answer: b/ by

61. Answer: a/ nipped out

62. Answer: d/ tolerant

63. Answer: c/ difficult

64. Answer: a/ bill

65. Answer: b/ buy

66. Answer: b/ turned down

67. Answer: a/ employ

68. Answer: c/ forked out

69. Answer: b/ handles

70. Answer: a/ huge

71. Answer: c/ to do away with

72. Answer: b/ stunned

73. Answer: b/ surname

74. Answer: c/ nose dive

75. Answer: a / bedlam

76. Answer: a/ kicked off

77. Answer: b/ drinks

78. Answer a/ frugal

79. Answer a/ squabbling

80. Answer: b/ intimidating

81. Answer: a/ sociable

82. Answer: b/ pressure

83. Answer: a/ dished out

84. Answer: b/ corporation

85. Answer: d/ trendy

86. Answer: c/ bewildered

87. Answer: d/ grab

88. Answer: a/ shouted

89. Answer: b/ overwrought

90. Answer: a/ marginally

91. Answer: a/ The three different sales strategies.

92. Answer: b/ the consultative approach

93. Answer: d/ too many organisations are content with a narrative approach

94. Answer: b/ essentially

95. Answer: c/ fairly

96. Answer: a/ adapted to

97. Answer: a/ The salesperson must find out a lot of information from the customer

98. Answer: c/ reliable and accurate

99. Answer: d/ salespeople use standardised methods

100. Answer: a/ The past and the development of marketing brands.

101. Answer d/ Forcing us to be different

102. Answer: b/ harsh

103. Answer: d/ In the past a logo guaranteed quality and consistency

104. Answer: b/ consumers

105. Answer: b/ Marketing and its theory

106. Answer: b/ to develop a product

107. Answer: b/ Fear and management

108. Answer: b/ Sir Alex Ferguson kicked a football boot which hit David Beckham above his eye.

109. Answer: c/ On one occasion a basketball coach attempted to strangle a subordinate.

110. Answer: a/ stimulation.

111. Answer: a/ it can help you take risks

112. Answer: d/ Because directions may rarely challenge or ask questions to the Chief Executive

113. Answer: d/ He found that in all large firms the employees were “productively neurotic”.

114. Answer: c/ A food retailer

115. Answer: d/ Highly skilled directors

116. Answer: c/ Fix their own problems and stop believing the problems are just in America.

117. Answer: d/ Because his policies made huge profits for the company

118. Answer: a/ Disco in Argentina

119. Answer: b/ It factored in discounts before targets had been met

120. Answer: d/ Lynn Turner is a chief accountant at the SEC