

TEST ONE

READING

(1 hour)

Part 1

Questions 1–8

- Look at the statements below and at the five advertisements for jobs connected with sales on the opposite page.
- Which advert (**A, B, C, D** or **E**) does each statement 1–8 refer to?
- For each statement 1–8, mark **one** letter (**A, B, C, D** or **E**) on your Answer Sheet.
- You will need to use some of these letters more than once.

Example:

0 This post is in a field in which most companies are similar to each other.

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

- 1 This post is with a company that has taken over other companies.
- 2 The successful candidate for this post may be promoted quickly.
- 3 This post involves working out precisely what customers wish to achieve.
- 4 The successful candidate for this post will be someone whose method of selling is not aggressive.
- 5 This post involves preventing a certain limit from being exceeded.
- 6 This post is with a company that mentions having a general policy regarding its treatment of its employees.
- 7 This post is with a company whose approach is seen as being original.
- 8 This post requires someone who can show that they have been successful in a particular kind of work.

A

Sponsorship Sales Manager

International Conferences

This company provides busy professionals with comprehensive networking opportunities, designed to address the latest critical developments and industry innovations that affect business organisations throughout the world. Your role will be to establish a clear strategy to fully exploit conference sponsorship opportunities, optimise revenues and manage sponsor relations. As well as a proven track record of selling high value business-to-business products, you must demonstrate good interpersonal and presentation skills, initiative and a determination to succeed. Prove yourself, and your progress within this dynamic organisation will be swift.

C

Display Sales Executive

Publishing House

Through organic growth and shrewd acquisition, this company has grown rapidly to become one of the major business press publishing houses in the UK. An opportunity now exists for a dynamic and motivated sales person to develop and fully exploit the potential of four leading titles. The role involves selling to a client base of car manufacturers and associated companies. As the range of products expands, there is also an opportunity to become involved with exhibitions, conferences and new media in an environment where you can make an immediate impact.

B

Trainee Consultant Executive

Sales Recruitment

In an increasingly sophisticated recruitment industry, it is hard to differentiate yourself. As the biggest in finance recruitment, this company has been able to do just that. As a result, our clients are some of the most prestigious investment banks and companies in the world. As a trainee consultant, you will be instrumental in identifying every single potential candidate within a given market for any particular assignment. You must possess excellent verbal communication skills, a consultative sales style and enjoy working under pressure in a high-energy environment.

D

Sales Executive

Training Consultancy

In the 20 years since this company was founded, it has become one of the country's most respected and influential consultancies of its kind, through providing individually tailored and innovative consultancy and training services. A need has arisen for an experienced telesales person to build on the success to date and develop new opportunities. Determined and self-motivated, you will have exemplary interpersonal skills and enjoy building relationships with clients in order to define their needs and objectives. The working environment is busy, team-spirited and focused on providing a level of customer care that is second to none.

E

Experienced Sales Manager

Conference Company

This young, dynamic conference company in the financial services sector is looking for a results and revenue driven motivator. You should have a high level of commercial acumen and possess initiative, vision and ambition. Key responsibilities of this post include participation in the recruitment of the sales team and participation in the drawing up of a departmental budget and ensuring that it is adhered to. The post carries an attractive remuneration package, including a generous basic salary and unlimited commission, plus management opportunities for the right person – reflecting the company's ethos of rewarding results and achievement.

Part 2

Questions 9–14

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

TIME MANAGEMENT FOR MANAGERS

Most managers' days are disorderly and disorganised, which means there is vast room for improvement. (0)...H... So how can you manage your time more efficiently?

The first and most crucial step is to keep a time log for a few weeks. Nobody enjoys this. Just keeping the time log itself at first seems to absorb an inordinate amount of time. Yet, within a couple of days, it will seem to take no time at all. You may even feel a compulsion to record the timekeeping itself. It can become addictive, but it is rarely worth keeping a log permanently. (9).....

A time log is just a diary in which the time you have spent is divided up, usually under these headings: meetings (in groups); meetings (one-to-one); writing letters; writing documents; talking on the telephone; handling interruptions; dealing with crises; and thinking/planning. (10)..... It is vital to complete each day's log that evening or, at the latest, next morning. Memories are too fallible to let things slide. And don't cheat. If you've spent time gossiping or reading a magazine, log it. (11).....

After a few weeks, the ways in which you have been spending your time will become, often depressingly, apparent. (12)..... This is likely to be the opposite of how you spend your time now!

Almost certainly, you will find that interruptions are the most pernicious time-wasters, and dealing with them is a vital part of time management. In my view, open-plan offices and hot-desking exacerbate the problem. Some unplanned visitations are necessary, some unnecessary and some simply run too long. Here are some ways to deal with them.

Set time limits. As soon as the visitor arrives, simply say: 'Do you mind if we wrap this up in eight or nine minutes, as I've an awful lot on?' Using a specific, slightly quirky time availability helps get the message across. Refer the visitor elsewhere. When you learn the reason for the visit, say politely but firmly: 'X could deal with this better than (13)..... Get it in writing. As soon as the visitor has started, interrupt and say: 'I'm sorry, I hadn't realised how important this is. Could you send me a memo or e-mail?' Visit the visitor. If they are people who talk a lot without getting to the point, don't let them get started but offer to go to them later. (14)..... Above all, the best way to deal with visitors is to block out a period every couple of days and ask drop-ins whose business is not urgent to come back then. It works a treat.

Example:

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

- A Depending on your job, you might add travel, dealing with customers and any other important facet of your job.
- B This avoids spending time discussing issues that are not your business and that you are not empowered to resolve.
- C It is much easier for you to leave your place than to get someone else to leave it.
- D At least you will have taken care of the most important things, without getting distracted by items of lesser importance.
- E The insights into the way you spend your working day can be gleaned quite quickly.
- F Only when you know the truth can you decide whether or not to change your habits.
- G From then on, you will be able to start ensuring that you devote more time to tasks of great importance and less to those that hardly matter.
- H Even quite small reforms can yield worthwhile dividends.

Part 3

Questions 15–20

- Read the following extract from a book about behaviour at work and the questions on the opposite page.
- For each question 15–20, mark **one** letter (A, B, C or D) on your Answer Sheet for the answer you choose.

The rules for work are changing. We're being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle each other. This yardstick is increasingly applied in choosing who will be hired and who will not, who will be let go and who retained, who passed over and who promoted. The new rules predict who is most likely to become a star performer and who is most prone to derailing. And, no matter what field we work in currently, they measure the traits that are crucial to our marketability for future jobs. They take for granted having enough intellectual ability and technical know-how to do our jobs and focus instead on personal qualities such as initiative and empathy, adaptability and persuasiveness.

Talked about loosely for decades under a variety of names, from 'character' and 'personality' to 'soft skills' and 'competence', there is at last a more precise understanding of these human talents, and a new name for them: 'emotional intelligence'. Emotional intelligence is generally defined as the ability to monitor and regulate one's own and others' feelings, and to use feelings to guide thought and action. Emotional intelligence in work life comprises five basic elements: self-awareness, self-regulation, motivation, empathy and adeptness in relationships. It does not mean merely 'being nice'. At strategic moments it may demand not 'being nice', but rather, for example, bluntly confronting someone with the uncomfortable truth. Nor does emotional intelligence mean giving free rein to feelings – 'letting it all hang out'. Rather, it means managing feelings so that they are expressed appropriately and effectively, enabling people to work together smoothly toward their common goal.

More and more companies are seeing that encouraging emotional intelligence skills is a vital component of any organisation's management philosophy. And the more complex the job, the more emotional intelligence matters – if only because a deficiency in these abilities can hinder the use of whatever technical expertise or intellect a person may have. To be sure, many people have risen to the top despite flaws in emotional intelligence, but as work becomes more complex and collaborative, companies where people work together best have a competitive edge. In the new workplace, with its emphasis on flexibility, teams, and a strong customer orientation, this crucial set of emotional competencies is becoming increasingly essential for excellence in every job and in every part of the world.

The good news is that emotional intelligence can be learnt. Studies that have tracked people's level of emotional intelligence through the years show that people get better and better in these capabilities as they grow more adept at handling their own emotions and impulses, at motivating themselves, and at honing their empathy and social adroitness. There is an old-fashioned word for this: maturity. And although emotional intelligence is no magic bullet, no guarantee of more market share or a healthier bottom line, if the human ingredient is ignored, then nothing else works as well as it might.

However, simply being high in emotional intelligence does not guarantee a person will have learned the practical emotional skills that matter for work. For example, a person may be highly sensitive to others' feelings, and yet not have learned the skills based on empathy that translate into superior customer service, top-flight coaching, or the ability to bring together a diverse work team.

- 15 What changes with regard to work does the writer mention in the first paragraph?
- Intellectual and technical ability are no longer valued as highly as they were.
 - Employees now have higher expectations of each other.
 - The potential of employees is now assessed by new criteria.
 - Some of the inaccurate judgements that used to be made are no longer made.
- 16 The writer says that the term 'emotional intelligence'
- is unlikely to remain in fashion for long.
 - is very difficult to define.
 - has previously been misunderstood.
 - has replaced less suitable terms.
- 17 According to the writer, emotional intelligence does not involve
- expressing your emotions all the time.
 - acting kindly towards others most of the time.
 - focusing on a single aim.
 - showing that you are angry with someone.
- 18 Why, according to the writer, is emotional intelligence seen as vital?
- Emphasis on it prevents the wrong people from being given senior positions.
 - It enables people to meet the challenges set by changes in the nature of work.
 - Lack of it makes the recruitment of good employees difficult.
 - It can compensate for a lack of technical or intellectual ability.
- 19 What does the writer say about emotional intelligence in the fourth paragraph?
- It is often seen as the cure for any problem a company faces.
 - It develops naturally in people.
 - Some people possess it more than others.
 - Understanding of it has increased over a period of time.
- 20 The writer concludes in the final paragraph that emotional intelligence
- sometimes causes people to make unwise decisions at work.
 - is not particularly useful in certain areas of work.
 - will soon be valued even more highly than it is now.
 - may not enable someone to be good at their job.

Part 4

Questions 21–30

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

NO JOB SATISFACTION

Managers, company owners and supervisors have always been **(0)**... *B*... and bewildered by the employee with little or no work motivation. We have all seen the employee who has little or no commitment and just goes through the **(21)**..... Nothing seems to fire them up, making firing them a real option. They shrewdly avoid doing anything that **(22)**..... dismissal and seem content to **(23)**..... their heads down, doing the minimum and volunteering nothing.

In the modern economy, many organisations have taught individuals that they work for themselves, because organisations will not or cannot **(24)**..... jobs five, even two years from now. Thus, anybody who is not considering moving elsewhere is a fool. Company loyalty really only means not looking for your next job on the company's **(25)**..... Some feel it is

foolish to be loyal to a company that is not loyal to them. The relationship between employers and employees is increasingly **(26)**..... on both sides. Hence, many employees feel about their organisation: 'If you use me, I'll use you.'

So what have the management gurus produced in the way of new techniques for motivation? The answer, it seems, is not a lot. Ideas about motivation get repackaged and renamed but **(27)**..... remain the same as ever. The fact that they know some of the key factors in motivation has not prevented many managers from **(28)**..... them. This is because few managers are trained in the **(29)**..... and have themselves never been well managed, and so one gets the **(30)**..... of incompetence. That explains why people seem to have heard about, but not seen, successful motivational management in practice.

Example:

- A** irritable **B** frustrated **C** heated **D** furious

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

- 21** **A** gestures **B** pretences **C** motions **D** indications
- 22** **A** warrants **B** entitles **C** sanctions **D** empowers
- 23** **A** set **B** hold **C** turn **D** keep
- 24** **A** reassure **B** undertake **C** commit **D** guarantee
- 25** **A** time **B** hours **C** period **D** days
- 26** **A** advantageous **B** capitalised **C** exploitative **D** imposing
- 27** **A** radically **B** fundamentally **C** vitally **D** primarily
- 28** **A** overseeing **B** ignoring **C** slipping **D** passing
- 29** **A** aptitude **B** gift **C** art **D** mastery
- 30** **A** perpetuation **B** endurance **C** perseverance **D** duration