

## Part 1 Listening

For these questions, choose the correct answer A-C. Read the questions first. Then play the audio recording. You can listen twice.

1) A woman is calling for a delivery problem.

What's the order reference number?

- (A) Y50XZU
- (B) Y15XZU
- (C) I50XZU

2) Two colleagues are talking about the organization of an event.

What does the woman suggest that is going to help the man?

- (A) To ask the team what they would like to do in Amsterdam.
- (B) To ask the team to find interesting spots in Amsterdam themselves
- (C) To ask the team if they want to go to Amsterdam.

3) Two colleagues are talking about recruitment.

Who is the best candidate for one of the IT positions?

(A) 

Peter Graham IT architect 1 year experience Fluent in Spanish
--

(B) 

Mary Thomson IT project manager 5 years' experience Fairly good Spanish
--

(C) 

Kathleen O'Brian IT architect 3 years' experience Good level in Spanish
--

4) Why is John in a bad mood today according to his colleagues?

- (A) He is disappointed because he doesn't like his job and expected to change.
- (B) He is disappointed because he didn't get the job he was expecting.
- (C) He is disappointed because his boss wants to give him a new job.

## Part 2 Listening

For these questions, choose the correct answer A-C. Read the questions first. Then play the audio recording. You can listen twice.

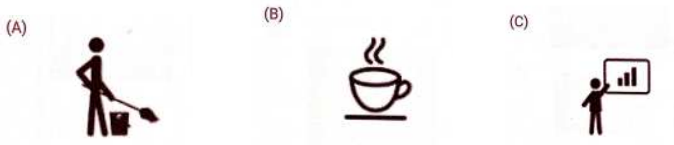
5) Which product is the company going to stop manufacturing?



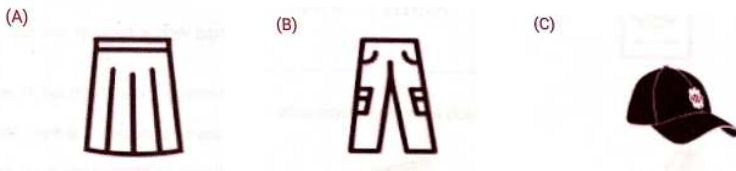
6) Based on the provided information, in what kind of environment does the employee work?



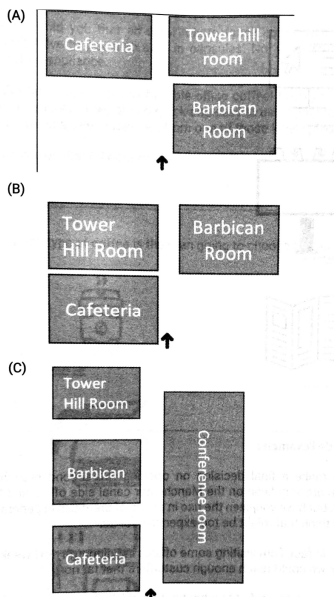
7) Aside from her general duties as an office manager, what will the would-be employee assist with?



8) Selecting from the catalogue, what is the customer most likely to find on page 15?



9) Where is the Tower Hill room?



## Part 3 Listening

For these questions, choose the correct answer A-C. Read the questions first. Then play the audio recording. You can listen twice.

### EXTRACT 1

- 10) Where does the event take place?
- (A) New York City.
  - (B) Toronto.
  - (C) London.
- 11) What is the food usually like at such events?
- (A) It's usually great.
  - (B) It's not usually so great.
  - (C) They don't usually have food at these events.
- 12) Who lives in Canada?
- (A) The man.
  - (B) Sarah.
  - (C) The speaker at the conference.
- 13) What does he mean by "how about yourself"?
- (A) He wants to know all about her.
  - (B) He wants to know where she's from.
  - (C) He wants to know how she is.
- 14) Why does the woman want to buy the man a coffee?
- (A) Because they are both feeling tired.
  - (B) Because she wants to talk about Sarah.
  - (C) Because she wants to network with the man.

### EXTRACT 2

- 15) Where does the conversation take place?
- (A) At the woman's office.
  - (B) On the telephone.
  - (C) At Betersales.
- 16) The conversation is between...
- (A) two members of Betersales.
  - (B) the sales manager of John Lewis Partnership and Betersales.
  - (C) a salesperson from Betersales and a sales manager from another company.
- 17) What does the man mean when he says "Have I caught you in the middle of anything?"
- (A) He hopes he's not disturbing her.
  - (B) He wants to know what she's working on at the moment.
  - (C) He's checking up on her, to see if she's on a break.
- 18) What does the man mean when he says "I actually don't know if you're a good fit for what we provide"?
- (A) He thinks she needs to improve her fitness level.
  - (B) He doesn't know if the product he's selling will fit her.
  - (C) He doesn't know if his proposal will be relevant to her needs.
- 19) What does Betersales do?
- (A) Sells better products.
  - (B) Provides a consulting service to companies to encourage their sales staff to stay.
  - (C) Helps companies decrease their sales staff.

**EXTRACT 3**

**20) What is Jocelyn's job?**

- (A) She runs a digital support agency.
- (B) She's a fashion designer.
- (C) She runs a business which makes clothes.

**21) What does she mean when she says "she's thinking out of the box"?**

- (A) She's getting out of her office to help her think.
- (B) She's being innovative.
- (C) She's thinking of sending products to the EU in boxes.

**22) How old is she?**

- (A) 40
- (B) 28
- (C) 38

**23) How many companies has she helped to set up?**

- (A) More than 28.
- (B) Over 40.
- (C) Less than 40.

**24) How does she feel about Brexit?**

- (A) She worries about it.
- (B) It doesn't bother her.
- (C) She supports Brexit.



EXTRACT 4

25) What is the main advantage of using the internet for marketing in small businesses?

- (A) More scope for less investment.
- (B) A more modern approach.
- (C) Specific fundamental brand identity.

26) Why do you need to know your target customer?

- (A) To understand their motivations.
- (B) To ensure effective contact and messages.
- (C) To define their preferences.

27) What does "rewarding loyalty" mean?

- (A) Building a good experience.
- (B) Contacting customers in their daily lives.
- (C) Acknowledging previous purchases.

28) "Consistency of messaging" is closest in meaning to:

- (A) communicating on the offer.
- (B) building on brand awareness and pertinent information.
- (C) making a connection and inspiring interest.


29) Why should the message be spelt out?

- (A) Because working people have no time to pay attention to messages.
- (B) To make the service more targeted and thus more attractive.
- (C) So that they are easier to read.

30) Being clear on your WWW means:

- (A) working both on-line and off-line.
- (B) doing an overview of your past activities.
- (C) analysing and selecting your next moves.

## Part 1 Reading



Open 7 days a week  
From 11 am to 11 pm

Free delivery  
Luncheon vouchers\*, cash and card only

Tel: +44 20 7983 4000

**\*WE DO NOT GIVE CHANGE**

- 31) (A) If you pay in cash, the delivery man won't give you the change.  
(B) The delivery man has no change with him.  
(C) The delivery man won't give you the change if you pay with luncheon vouchers.

**NOTICE**  
**Attention to all staff**

You are now entering a construction zone.  
Unauthorized entry to this site is strictly prohibited.  
Anyone entering this zone must wear the following:

1. High-visibility jackets
2. Hard hats
3. Safety glasses
4. Safety shoes

- 32) (A) Any person wearing items 1-4 can enter the zone.  
(B) Any person wearing items 1-4 and with authorization can enter the zone.  
(C) Entry to the zone is strictly forbidden.

## Part 2 Reading

- 33) Coffee \_\_\_\_\_ an important contribution to the economy of Central America.
- (A) makes
  - (B) acts
  - (C) plays
  - (D) does
- 34) In its solid \_\_\_\_\_ chocolate is one of the world's best selling products.
- (A) type
  - (B) form
  - (C) kind
  - (D) sorts
- 35) I worked with him \_\_\_\_\_
- (A) since 2011.
  - (B) for 6 years ago.
  - (C) it's been 6 years.
  - (D) 6 years ago.

## Part 3 Reading

For these questions, choose the correct answer A-D for gaps 7-11 and 11-15.

### EXTRACT 1

The BD steam mop (7) \_\_\_\_\_ designed to clean and sanitize vinyl, ceramic tiles, stone or marble floors and to refresh carpets. This appliance is intended for indoor household use (8) \_\_\_\_\_. Before assembling the appliance, make sure it is switched (9) \_\_\_\_\_ and unplugged and that it is cold and does not contain any water. The BD steam mop will kill 99.9% of bacteria and germs when used in accordance with the manual and with the microfiber pad.

To switch the appliance on, press the ON/OFF button. It (10) \_\_\_\_\_ approximately 15 seconds for the water to heat up. When the steam mop is first turned on, the water reservoir indicator light will turn red. (11) \_\_\_\_\_ it turns blue, the steam mop is ready to use.

- |                |                |               |                 |                 |
|----------------|----------------|---------------|-----------------|-----------------|
| (7) <u>36)</u> | (8) <u>37)</u> | (9) <u>38</u> | (10) <u>39)</u> | (11) <u>40)</u> |
| (A) was        | (A) formerly   | (A) up        | (A) gives       | (A) Soon as     |
| (B) were       | (B) only       | (B) out       | (B) takes       | (B) Once        |
| (C) has been   | (C) first      | (C) over      | (C) last        | (C) At once     |
| (D) have been  | (D) last       | (D) off       | (D) stays       | (D) Before      |



## A cheaper solution.

In sales, you don't just need products or services; you need training. With training, your team will learn key concepts such as determining an appropriate (11)\_\_\_\_\_ price for the product. That would make your company more competitive and will allow you to reserve your services to the highest (12)\_\_\_\_\_. The key is to find people who are genuinely (13)\_\_\_\_\_ to the success of the company. People who are truly dedicated to quality and customer service. A well-trained group of employees will make you register considerable gains (14)\_\_\_\_\_ productivity and if you want to stay (15)\_\_\_\_\_ budget, give the necessary training yourself. Don't pay a counsellor.

41) (11) \_\_\_\_\_

- (A) sold
- (B) seal
- (C) seller
- (D) selling

42) (12) \_\_\_\_\_

- (A) value
- (B) bidder
- (C) competition
- (D) price

44) (14) \_\_\_\_\_

- (A) on
- (B) of
- (C) in
- (D) to

43) (13) \_\_\_\_\_

- (A) motivated
- (B) determined
- (C) focused
- (D) committed

45) (15) \_\_\_\_\_

- (A) inside
- (B) beneath
- (C) within
- (D) into



## Part 4 Reading

For these questions, write the correct word for each gap 17-21 (Extract 1) and 22-26 (Extract 2) on your answer sheet. Write ONE word only.

### EXTRACT 1

Following the launching in Paris of alternating traffic (17)\_\_\_\_\_ March 2014, a study was conducted and shows that 80% of respondents (18)\_\_\_\_\_ respected the conditions and 70% of them are more aware of pollution problems. (19)\_\_\_\_\_ of them did not regard this measure as being constraining. While this may have had an impact on air quality by reducing particle concentrations around the circular road by 10%, it is not the most effective way. To improve the air quality, many more radical measures need to be taken, (20)\_\_\_\_\_ to the people questioned in the survey. 73% want more bicycle or automobile sharing services, for example. According to the Paris Air Quality Agency, it is necessary to take permanent measures to reduce the impact of road transports in urbanized areas well before the peaks of pollution. (21)\_\_\_\_\_ all the different propositions, the Agency recommend the reduction of diesel cars and buses that are not equipped with particulate filters and a free access to public transport.

46) 17.....

47) 18.....

48) 19.....

49) 20.....

50) 21.....

### EXTRACT 2

"Recruitment management solutions are tools that can be used efficiently share information between different departments of the company. (22)\_\_\_\_\_ tools can also be used by Human resources managers to find the very (23)\_\_\_\_\_ profile quickly and efficiently, including e-recruitment, CV and digital offers, posted on websites".

This is what a specialist in human resources explained to our journalist for our magazine. Companies and recruitment agents (24)\_\_\_\_\_ moved much of (25)\_\_\_\_\_ recruitment process online to reduce time to find a candidate (26)\_\_\_\_\_ can match live vacancies. Using database technologies, and online job advertising search engines, employers can now fill posts in less time than ever.

51) 22.....

52) 23.....

53) 24.....

54) 25.....

55) 26.....

## Part 5 Reading

### EXTRACT 1

# Before you start.

Entrepreneurship is hard and it's not for everyone. So, only if after you think it through, it turns out that you are determined to start a business, then I want to give you some first-time advice.

Be practical. Too many "entrepreneurs" start businesses and don't realize the importance of generating money and how to manage profits. Instead of focusing on the present financial needs, they think about how much money they'll be making four years from now. Cash is oxygen. You have to make sure your actions can respond to the loss of cash that occurs before you turn a profit.

My dad once told me that if I commit to buying 100 cases of wine for the store, and I change my mind the week before it arrives, I would have to drink all of it because I made the commitment. Your word is a bond. Your reputation's at stake.

The plot of movies like *The Social Network* has convinced people that they could all start a business. But, by doing this, I'm afraid that a lot of you aren't putting yourselves in the best positions to succeed. You are stunting your growth. Companies like YouTube were built in a 12-year window and everyone's convinced they can mimic it so soon. In the time that it takes you to read this article, 27 more companies were started and almost all will fail and you want to create YouTube. That's a problem.

Before you even start, you should know that the only answer to "Why am I doing this?" is happiness. Would you rather make \$70K on your own, being happy, or make \$100K at a job you hate? In entrepreneurship, there's no magic formulas. It takes work. But that doesn't mean we can't be happy while doing it. We need to understand that how you make your money is more important than how much you make.

- 56) Which is the premise of the author?
- (A) Everyone should aspire to be an entrepreneur.
  - (B) Those who want to be entrepreneurs must have experience.
  - (C) People should start a business only if they are really committed.
  - (D) The author is only referring to the most successful entrepreneurs.
- 57) What doesn't the author recommend to entrepreneurs?
- (A) Think about money in the short term.
  - (B) Be practical.
  - (C) Focus mainly on future developments.
  - (D) Start a business.
- 58) What does the anecdote of the 100 cases of wine teach us?
- (A) That you are responsible for your own actions.
  - (B) That it's better to sell than to buy.
  - (C) That entrepreneurs should not have high goals.
  - (D) That you can always change your mind.
- 59) What issue is the author addressing in the fourth paragraph?
- (A) It only takes a few minutes to read his article.
  - (B) The plot of *The Social Network* is not accurate.
  - (C) The rapid failure of many new companies.
  - (D) New entrepreneurs think that they can achieve certain goals too quickly.
- 60) If you could choose a title for the last paragraph, what would it be?
- (A) Be the smartest.
  - (B) Follow the passion, not the money.
  - (C) Work hard, even harder than your colleagues.
  - (D) Study the secrets behind your business, then act.



## MBWA: a new approach.

"Management By Walking About" is a style of management commonly referred to as MBWA and involving individuals forming networks of acquaintances and managers walking through their departments (MBWA goes together with an open-door policy). The idea is that they should learn about problems at first hand while teaching employees methods to manage particular problems.

"If you wait for people to come to you, you'll only get small problems. You must go and find the big ones as well." The difficulty with MBWA is that employees suspect it is an excuse for executives to spy and interfere unnecessarily. This suspicion usually falls away if the walkabouts occur regularly. MBWA could be particularly helpful when an organisation is under stress, though it is no good practising MBWA for the first time on such occasions. It has to have become a regular practice before the stress arises.

By the early 2000s MBWA did not seem extraordinary. The new technologies made it so much easier for managers to walk about and stay in touch at the same time. But in the 1950s many white-collar managers turned their offices into fortresses from which they rarely emerged. They would send orders to their employees through their secretary, who sat like a guard dog outside their offices. Such practices were even represented in the 1980s film "Nine to Five".

MBWA received a further boost when Waterman wrote that top managers in his companies believed in this approach. In his book "A Passion for Excellence", Waterman called MBWA the "technology of the obvious", claiming that managers should be listening to what employees are saying and be ready to help them on the spot. Research has shown that it's actually the "post-walk" actions that you take and the problems that you solve that will determine the success of your MBWA strategy. If you don't strike the right balance, you could do more harm than good. You must truly want to get to know your staff.

61) Which of the following has been used as an alternative name for MBWA?

- (A) "Technology of the Obvious"
- (B) "A Passion for Excellence"
- (C) "Post-Walk"
- (D) "Nine to Five"

62) Who does the pronoun "you" in the last paragraph refer to?

- (A) The employees.
- (B) The staff.
- (C) The executives.
- (D) The researchers.

63) In a company where MBWA is applied, we might see...

- (A) managers opening doors for their employees.
- (B) employees holding wires across their offices.
- (C) employees asking their managers questions.
- (D) managers explaining a strategy to their employees.

64) Which of these actions reflects the principles of MBWA?

- (A) Managers secretly spying on their employees.
- (B) Gradually introducing this style of management.
- (C) Using this approach only when there is a crisis.
- (D) Avoiding to focus on small problems.

65) What does the metaphor of the fortress want to illustrate

- (A) The changes that occurred in the '80s.
- (B) The managers taking distance from their employees.
- (C) The role of the secretary.
- (D) The technological decline in the offices.



## E-business transactions.

To analyze e-business transactions, we need to consider that, in the Web world, users perceive interacting with an organization or a business through a Web-based interface as a single, continuous interaction or session between the user's machine and the systems of the other party, and that is how it sporadically is and how it should be. However, the interaction is more frequently made up of a large number of individual, interrelated transactions, each one providing its own specific part of the complex set of functions (e.g. legal, business-related).

There are different types of transactions, according to the IT department, depending on the location of the machine from which the transaction is initiated: web transactions, enterprise transactions and application transactions. From a management point of view these transaction types should be treated similarly.

It is important to note that monitoring transaction performance does not in any way obviate the need to perform the more traditional systems management disciplines, such as capacity, availability, and performance management. Since the Web applications are comprised of several resources, each hosted by a server, these individual server resources must be managed to ensure that they provide the services required by the applications.

A modern e-business solution is much more complex than the standard terminal processing-oriented systems of the 1970. However, despite major revisions, legacy systems are still the bread-and-butter of many enterprises, and the e-business solutions in these environments are designed to front-end these application complexes.

Every component in the e-business infrastructure provides specialized services needed to facilitate the e-business application system. The term application system is used deliberately to enforce the point that no single component by itself provides a total solution: the application is pieced together by a combination of standard off-the-shelf components and home-grown components. The standard components provide general services, and the home-grown components add the application logic needed to glue all the different bits and pieces together to perform the specific functions for that application system.

- 66) E-business transactions are...
- (A) exclusively made of two different subjects.
  - (B) based on the interaction between one organization and a number of clients.
  - (C) in some cases, constituted by a single interaction.
  - (D) perceived in different ways by the clients and the organizations.
- 67) Which of these branches does not consider the distinction between transactions a priority?
- (A) Business.
  - (B) Management.
  - (C) IT department.
  - (D) Legal department.
- 68) What can be inferred from the third paragraph?
- (A) That there could be a conflict between monitoring transactions performance and the traditional strategy.
  - (B) That there are too many server resources to manage.
  - (C) That monitoring transactions performance is the most logical solution.
  - (D) Those aspects such as ability and capacity are not the focus of the performance monitoring process.
- 69) Read the fourth paragraph and decide which one of these statements is correct.
- (A) Many enterprises are highly specialized in legacy systems.
  - (B) Legacy systems are still required by many enterprises.
  - (C) After many years, legacy systems still represent a problem to solve for many enterprises.
  - (D) The income of many enterprises originates mainly from legacy systems.
- 70) Application systems include components that are both...
- (A) Standard and exclusive.
  - (B) On sale and carefully handcrafted.
  - (C) Currently available and locally produced.
  - (D) Very rare and certified.