

## Entry test

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### LISTENING

Track 2

**A Listen to a conversation between Isobel Reed, an HR manager, and her assistant Joyce Payne. Look at her current diary page below and then answer the questions about her new schedule. You will hear the conversation twice.**

Mon	Tue	Wed	Thu	Fri
<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>
<i>08:00 Directors' meeting</i>	<i>10:00 Meet with Production – discuss recruitment policy</i>	<i>12:30 Lunch with Stephanie Banks</i>  <i>15:30 Meet with Pietro and Irena – finalise monthly report</i>	<i>09:00 Departmental meeting</i>  <i>15:00 Meet with legal team – go through employment contracts</i>	<i>10:00 Briefing for new management trainees</i>

- 1 Where will Isobel travel to this week?
- 2 Which days will she be away?
- 3 What day and time does Isobel want to reschedule the departmental meeting to?
- 4 What else does Isobel ask Joyce to check about this meeting?
- 5 What is the new deadline for the monthly report?
- 6 What day and time does Isobel suggest holding the meeting with Joyce and Terry?  
Day:  
Time:
- 7 What other rearrangement must be dealt with urgently?
- 8 When should Joyce tell the trainees about the changes?
- 9 How is the meeting with the legal team being changed?
- 10 When will Isobel be available to discuss other changes?

LANGUAGE

A Complete the text with the most appropriate word(s).

## Trendspotter: Capsule hotels

Hotels usually try to offer their guests comfort on their travels. But when Sir Stelios Haji-Ioannou, the Easyjet founder, .....<sup>11</sup> (opens / opened) his first Easyhotel, the idea was to give over-nighters a no-frills room that .....<sup>12</sup> (is exchanging / exchanged) space and luxury for lower prices. Since then, the capsule hotel .....<sup>13</sup> (has taken / took) off and sacrificing space no longer means giving up luxury.

In New York's West Village, The Jane .....<sup>14</sup> (offers /

offer) rooms of about five square metres, each with a television, DVD player, Ipod dock and free WiFi. For more luxury, the rooms at The Pod Hotel in Midtown .....<sup>15</sup> (placed / place) more emphasis on interior decor, and also have music streaming in the bathrooms.

Accommodation that is similar to a ship's basic bed .....<sup>16</sup> (is / are) increasingly popular at airports. Simon Woodroffe, creator of the Yo! Sushi restaurant chain, .....<sup>17</sup> (have / has) Yotels at Gatwick and Heathrow in London,

and Amsterdam Schiphol. Rooms .....<sup>18</sup> (have / have been) flat-screen TVs and wireless Internet. Operating on a similar model, Arch Group designers Alex Goryainov and Mikhail Krymov .....<sup>19</sup> (have developed / develop) the sleek, minimalist Sleepbox, around 60 of which are .....<sup>20</sup> (being / been) installed in Dubai airport.



B Match the questions and statements to the responses.

- 21 What do you think of the new flex-time system? \_\_\_\_ a) I'll look into it right away.
- 22 I'd like to know why I haven't received my refund yet. \_\_\_\_ b) I'd like to finish, if I may.
- 23 We really need delivery by the 30th. \_\_\_\_ c) That's all right. We've just started.
- 24 Can I interrupt you for a moment? I need to ask about sales forecasts. \_\_\_\_ d) If you order now, that won't be a problem.
- 25 I'm really sorry I'm late. My car broke down. \_\_\_\_ e) I think it's working really well.

## VOCABULARY

### A Choose the verb that cannot be used with each noun.

- |    |   |           |
|----|---|-----------|
| 26 | relocate / grow / run / open            | an office |
| 27 | resign / fire / recruit / employ        | workers   |
| 28 | break into / dominate / decline / enter | a market  |
| 29 | charge / make / raise / boost           | money     |
| 30 | increase / cut / remain / discount      | prices    |

### B Complete the sentences with the words in the box.

company copy details distribution document effect journey products region yourselves

**To:** Simon Wade (Simon.Wade@computadist.com)

**From:** Hidekazu Tanaka

**Subject:** Distribution agreement

Dear Mr Wade

It was very good to see you again at our meeting in Osaka last month. I hope you had a safe .....<sup>31</sup> home afterwards.

We agreed that your .....<sup>32</sup> will take over the .....<sup>33</sup> of our .....<sup>34</sup> in North America for three years, with .....<sup>35</sup> from September 1.

Full .....<sup>36</sup> of the agreement are included in the attached .....<sup>37</sup>. Can you please check this and, if all is in order, sign and return one .....<sup>38</sup> to me.

We look forward to continuing to develop our business in the .....<sup>39</sup> in association with .....<sup>40</sup>.

Best wishes

Hidekazu Tanaka

## READING

### A Read the first half of the article (to line 49) and decide if these statements are true (t) or false (f).

- 41 All of the companies making the changes are car makers.  
42 There was a problem with some of Toyota's cars in the US.  
43 Chinese workers have recently gone on strike.  
44 Komatsu plans to bring Chinese managers to manage plants in Japan.  
45 None of Komatsu's Chinese subsidiaries are run by Chinese managers.

**B** Read the second half of article. Match the company or person (46–50) with the description (a–e).

- 46 Shiseido \_\_\_\_  
48 Toyota \_\_\_\_  
49 Didier Leroy \_\_\_\_  
50 An American \_\_\_\_

- a) will soon have overseas top management in about 16 of its foreign subsidiaries.  
b) plans to assess Japanese and overseas managers in the same way.  
c) will train Japanese and overseas managers similarly.  
d) will become head of a Toyota plant in Texas.  
e) is going to run Toyota's European sales and manufacturing.

# Japanese groups seek local leaders abroad

A number of Japanese manufacturers on Tuesday said they were planning to promote more foreign executives to top positions at their overseas operations, opening the way for potentially significant cultural changes as the focus of their businesses shifts abroad.

Moves to localise management by companies as diverse as Toyota, construction-equipment maker Komatsu and Itochu, the trading house, follow a series of problems at some Japanese companies' foreign operations that some have blamed on a shortage of managers with deep local ties.

The problems have included recent strikes at Japanese autoparts makers in China and the recall by Toyota beginning late last year of millions of vehicles, a majority of them in the US. Over the past month, eight Honda and Toyota suppliers in China have been hit by strikes, which in many cases have forced the shutdown of the larger assembly plants that rely on their output.

Komatsu, which makes heavy equipment for the building and mining industries, on Tuesday said it planned to install Chinese managers as the top

executives of all 16 of its subsidiaries in China in the next two years.

The company said that none of its operations in China had been affected by the recent spate of strikes, but it acknowledged that it had faced 'contentious labour issues' in the past.

Only one of the subsidiaries is currently run by a Chinese national.

Itochu, which trades food, clothing and industrial raw materials through a network of about 140 offices and affiliates round the world, said it was looking to increase the proportion of non-Japanese senior managers outside Japan to half from the current level of about 30 per cent.

"We are moving forward with a truly global human resources strategy" the company said.

Japanese companies are hardly alone in sending expatriate managers to run operations overseas. But the relative homogeneity of their domestic recruiting pool, combined with a reluctance to hire mid-career executives from other companies, has left Japanese groups with a less diverse roster of global managers than many of their US or European rivals.

Other Japanese companies looking to strengthen their foreign management

include the cosmetics makers Shiseido and Kao. Shiseido said it was scrapping separate performance-review systems for Japanese and overseas managers in place of a unified standard. Kao said it was integrating management training for all its employees regardless of nationality.

Last week, Toyota shifted more responsibility to its non-Japanese managers in the US and Europe, promoting a group of local executives to run factories and other operations outside Japan. Once the changes take effect on July 1, a third of its 48 foreign subsidiaries will be run by non-Japanese.

Among them, Didier Leroy, a Frenchman, is to become the first non-Japanese to head Toyota's sales and manufacturing businesses in Europe. Two Americans will meanwhile replace Japanese managers as heads of major assembly plants in Texas and Indiana.



## WRITING

**Alex James, a business associate from the US, will be visiting your office next week. You have not met before. He has just sent you an e-mail to let you know he will be arriving at 9 p.m. on Monday. Write a polite, friendly e-mail of 100–150 words to him. Include the following points:**

- company driver will meet Alex James at the airport (carrying a sign with his name)
- room booked at Metro Hotel – hotel normally used by your company
- informed hotel about late arrival
- hotel: small, comfortable, quiet (see website: [www.citymetrotel.com](http://www.citymetrotel.com))
- on Tuesday you will meet him 8:45 a.m. at hotel and walk to office (10 minutes)
- wish him pleasant trip

## SPEAKING

**You are going to have a speaking test that will last 10–15 minutes. The examiner will ask you to spend five minutes preparing the short presentation below. Make notes if you wish.**

A group of eight British people has just arrived in your country and will be working at your company or college for the next six months. Make an informal presentation of about five minutes and include the following:

- a friendly welcome the group
- any daily routines they will need to be aware of (starting and finishing times, lunch, meetings, etc).
- any aspects of culture that may be different in your country and the US.

## Entry test Answer key

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### LISTENING (10 MARKS)

- 1 Japan (accept Tokyo)
- 2 Thursday, Friday
- 3 Wednesday afternoon at two o'clock
- 4 That it's OK with everyone
- 5 lunchtime on Wednesday
- 6 9:30 on Wednesday morning
- 7 the briefing meeting
- 8 as soon as possible
- 9 rescheduled for next week
- 10 after lunch/later

### LANGUAGE (15 MARKS)

- 11 opened
- 12 exchanged
- 13 has taken
- 14 offers
- 15 place
- 16 is
- 17 has
- 18 have
- 19 have developed
- 20 being

- 21 e
- 22 a
- 23 d
- 24 b
- 25 c

### VOCABULARY (15 MARKS)

- 26 grow
- 27 resign
- 28 decline
- 29 boost
- 30 remain
- 31 journey
- 32 company
- 33 distribution
- 34 products
- 35 effect
- 36 details
- 37 document
- 38 copy
- 39 region
- 40 yourselves

### READING (10 MARKS)

- 41 F
- 42 T

- 43 T
- 44 F
- 45 F
- 46 b
- 47 c
- 48 a
- 49 e
- 50 d

## WRITING (15 MARKS)

See model answers.  
See examiner's guidelines.

### MODEL ANSWER TO WRITING TASK

Dear Mr James

Many thanks for sending details of your travel arrangements. Our driver will come to the airport to meet you. He will be carrying a sign with your name on it.

I have now booked a room for you at the Metro Hotel. Our company normally uses this hotel and I think you will find it very comfortable and quiet. It is just 10 minutes' walk from our offices. I have informed the hotel you will be arriving late.

I will come to your hotel on Tuesday morning to meet you and walk with you to our offices. I hope 8:45 won't be too early for you.

I wish you a pleasant trip and look forward to meeting you next Tuesday.

Yours sincerely,

## SPEAKING (15 MARKS)

See examiner's guidelines.



## Audio scripts

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### ENTRY TEST

Track 2 (I = Isobel Reed, J = Joyce Payne)

- I Hi, Joyce. It's Isobel.
- J Oh, hello.
- I How's everything going?
- J Really well, thanks.
- I Good. I'm just in a taxi. I'm going to meet with the directors. Listen, I'm sorry to start your week with a problem, but I've just had a call from the Tokyo office, and they've just asked me to go over to Japan for an important meeting on Thursday. This means I'll be out of the office on Thursday and Friday, and we'll have to make some changes to the diary.
- J OK.
- I The first thing we need to change is the departmental meeting. We can't now hold this on Thursday morning, so I'd like to bring it forward to Wednesday afternoon at two o'clock.
- J OK.
- I Could you please e-mail everybody and check if that's OK?
- J Sure. I'll do that right away.
- I Thanks. Now, you know we've got to get the monthly report ready before that meeting.
- J Yes, right.
- I That means we need to finalise it by lunchtime on Wednesday at the latest. So could I schedule a meeting with you and Terry at ... let's say nine-thirty on Wednesday morning? It's just so we can go through the final details together. I'll have to cancel my lunch with Stephanie. But don't worry about that. I'll phone her this afternoon.
- J OK, fine.
- I The other urgent matter is the briefing meeting for the new management trainees on Friday. I'm afraid I won't be back in time for this. So perhaps we could re-arrange that meeting for next Monday? Can you let the trainees know as soon as possible about the change?
- J Sure, no problem. I'll take care of that today.
- I Great. Thanks. And those are the most urgent points. I'll have to reschedule the meeting with the legal department for next week. But that won't be a problem. And I expect there'll be some other arrangements to be changed as well but we can discuss those later. I'm in a meeting with the directors all morning and I won't be back at my desk until after lunch.
- J OK, good. See you then.
- I See you then. Bye!
- J Bye.