

2 February 2022

PART 1

Section 1: Reading Comprehension

Part I: Change Management (1-5)

_____/ 5 points

Read the articles and, based on the text, select the single best answer (**a, b, c** or **d**) for the “According to the text” questions (**1,2** and **4**) or read the statements (**3** and **5**) and then indicate whether it is “True, False, or Not clear from the text”

Note: only one answer per question is possible! Marking more than one answer will result in zero points being rewarded for that question.

Change Management

Managing organizational change is more effective if certain principles are applied. Achieving personal change is more successful as well if the same approach (where relevant) is used. Change management entails thoughtful planning and sensitive implementation and, above all, consultation with the people who are affected by the changes. In other words, everybody involved in the changes should be involved. If you force change on people, normally problems arise. Change must be realistic, achievable and measurable. These aspects are especially relevant to managing personal change. Before starting organizational change some questions must be addressed: What is the *purpose* of this change? How will we know that the change has been achieved? In other words, how is it to be *measured*? *Who* is affected by this change and how will they *react* to it? *How much* of the change can be achieved within the organization – or ourselves – and for which parts is outside help necessary?

1. According to the text:

- a.** There are certain apps that help make organizational change more effective.
- b.** Being able to implement personal change is necessary for achievement.
- c.** Successful change management is a process that utilizes planning and inclusion.
- d.** Successful change management is a process that excludes some of those affected by the proposed changes.

- 2.** According to the text:
- a. The wanted change within an organization needs to be feasible.
 - b. The wanted change within an organization needs to be gentle.
 - c. The wanted change within an organization needs to be founded.
 - d. Before starting organizational change, the addresses of the affected people must be known.
- 3.** There are key questions that need to be asked before beginning organizational changes.
- a. True
 - b. False
 - c. Not clear from text

Change Management

Check that people affected by the change agree with, or at least understand, the need for change, and are able to express their own views in regard to how the change will be managed. Also, be actively involved in the planning and implementation of the change. Use face-to-face communications to handle sensitive aspects of organizational change management. It is vital that managers communicate directly with the people within an organization who are affected by the change. Email and written notices are extremely weak at conveying and developing understanding.

- 4.** According to the text:
- a. The people who will be affected by the change have to agree to the proposed change.
 - b. The people who will be affected by the change all have to agree on how the change is to be managed.
 - c. Even if people do not agree to the proposed change, it is necessary that they comprehend why a change is necessary.
 - d. Even if the people who will be affected by the change do not understand the reason for it, they must agree to it.
- 5.** Email and written notices explaining to people within an organization who are affected by the change are, in general, as good as explaining such things in person.
- a. True
 - b. False
 - c. Not clear from text

Section 2: Grammar

Part I : Active and Passive Sentences (6-11)

_____/6 points

Convert the active sentences/phrases (underlined) into the passive and the passive sentences/phrases (underlined) into the active.

Be sure that **the tense remains the same** and note *that you have to create your own subject when you convert a sentence from the passive to the active. (see example 1)*

Example 1: The problems were discussed during our meeting yesterday.

We discussed the problems during our meeting yesterday.

Example 2: We should negotiate a new contract with our supplier in New Mexico.

A new contract should be negotiated with our supplier in New Mexico.

6. We have received thirteen orders this week so far.

7. The company has to conduct at least two safety inspections every year.

8. Change management principles are used in countless companies around the world.

9. The coach does not tell the client what goals they should set for themselves.

10. We are developing an internal coaching program at the moment.

11. The company was bought by a rival back in 2010.

Section 2: Grammar

Part II: Conjugation (12-17)

_____ / 6 points

Insert the verb, conjugated appropriately. (Possible tenses needed: present simple, present progressive, past simple, present perfect and present perfect progressive, **no** past perfect!)

Please note there may be **questions** and **negative** sentences.

One point per answer possible.

Example 1: The new fast food restaurant 'Los Pollos Hermanos' (*look*) has been looking for someone to manage its newest restaurant since April.

Example 2: Gustavo Frings (*not start*) didn't start his business in 1999 with the idea of expanding beyond New Mexico.

Example 3: Where (*buy Los Pollos Hermanos*) does Los Pollos Hermanos buy its chicken?

12. (*conduct Sam*) _____ an audit in Puebla last month?
13. Sam (*conduct*) _____ an audit there now.
14. We (*sell*) _____ 23 thousand units since January.
15. In general, he (*not meet*) _____ with the facility manager on a regular basis.
16. Our customer (*wait*) _____ on this part for two weeks.
17. (*find you*) _____ a solution to this problem yet?

Part III: Conditional (18-20)

_____ / 3 points

Fill in the blanks to complete the conditional sentences.

Example1: If they (sign) sign the contract next week, we (begin) will begin producing the new parts by the end of the month.

Example 2: The company (save) would have saved a lot of money if they (change) had changed their product line before the epidemic.

18. In general, investors (profit) _____ from their stock
if they (hold on) _____ to their investment for at least 10 years.
The problem is most non-professional investors become nervous and sell too early.

19. If I (buy) _____ my car last year, I (save) _____
a lot of money.

20. It is very unlikely, but if the Covid-19 infection rates (fall) _____ in February,
we (have) _____ in-person classes next semester.

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PART 2

I. Grammar (one point for each correct answer, 20 points in total)

a) Insert the correct form (adjective or adverb) of the word in brackets.

- 1. You've just said that oil prices are decreasing again but that doesn't seem (right)**
_____.
- 2. This has been (clear) _____ demonstrated by the unions' unwillingness to negotiate with the employees.**
- 3. The take-over happened extremely (quick) _____.**
- 4. Barter is still alive and well – and not just in countries with (chronical) _____ weak currencies.**

b) Convert the statements below into reported speech. Assume that the speaker does not know if the situation is still true.

- 5. "We didn't pay a dividend to our shareholders last year." She stated that they**

6. "Why does Germany want to become a permanent member of the United Nations' Security Council?" She wanted to know _____

7. "Have you seen Janis Browne, the communications manager?" She asked me

8. "I'm meeting Andy for lunch." Pete said _____

9. "I may have to leave work early because of a doctor's appointment." Callum explained that _____

10. "Do you know the fastest way to the airport." He asked me _____

c) Fill the gaps in the following sentences with a suitable relative pronoun. Add any commas that are missing.

11. The latest survey _____ was published last week shows that there is a shortage of skilled workers.
12. The meetings _____ we hold on Friday afternoons are obligatory for everyone.
13. My company _____ always organizes an away day isn't doing anything this year.

14. Customers _____ pay in cash will get a 5% discount on all our products.
15. Sir Lindsay _____ turns 62 this month is now the chairman of the company.
16. The person _____ impressed me most was Mr Wright.

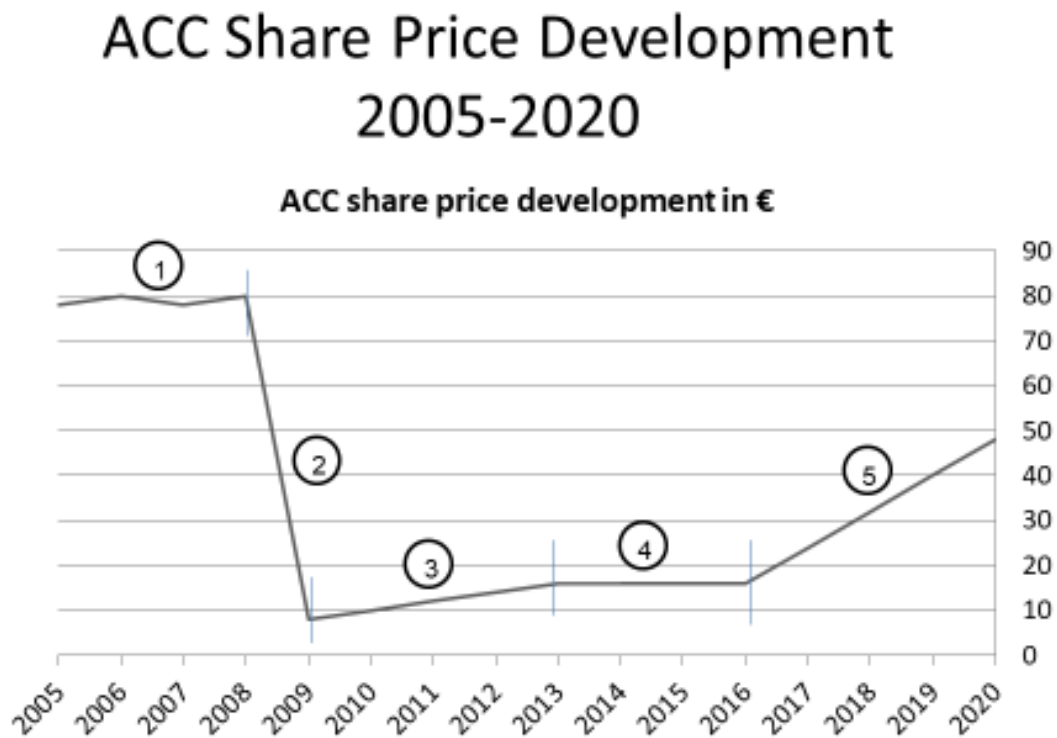
d) Fill the gaps with the correct form of the verb in brackets.

17. The Research and Development department should consider (change) _____ its policy on product testing.
18. On her way to the office, the CEO stopped (make) _____ an important phone call.
19. The airline employee recommended (check in) _____ online before (arrive) _____ at the airport.

II. Graph description (one point for each correct answer, 10 points in total)

Sentences 1-5 describe each development that you can see in the graph.

Complete the words in each sentence (one point for each correct word).



- 1) In the first three years the share price f_____ m_____.
- 2) In the following year it d_____ sh_____.
- 3) The next four year saw a sl_____ r_____.
- 4) Between 2014 and 2016 the share price l_____ o_____.
- 5) In the next years there was a st_____ im_____.

III. Business Correspondence (10 points in total)

Ihr Unternehmen benötigt neue Atemschutzmasken. Sie haben im Internet eine ausländische Firma gefunden, die eine große Auswahl an unterschiedlichen Produkten anbietet. Ihre Chefin hat eine Anfrage entworfen und bittet Sie, auf dieser Grundlage einen in Stil und Höflichkeit angemessenen Geschäftsbrief zu erstellen. Dabei soll die Anzahl der Sätze nicht verändert werden und deren Bedeutung weitestgehend erhalten bleiben. Der fett markierte Textteil kann unverändert bleiben.

Ladies and Gentlemen,

We found your company on the Internet. We write to you because we want to ask you for some information about your respirator masks. Can you send us a catalogue? We also need a price list. Thanks a lot. We can't wait to get the information.

Best regards,