

# Reading and Language Knowledge Test

**Part One**
**Section One**
**Questions 1 - 7**

- Look at the following messages and notices.
- For questions 1 - 7, mark **one** letter A, B or C on your Answer Sheet.

**Example:**

STORE CONTENTS IN A COOL PLACE OUT OF DIRECT SUNLIGHT

A The contents should be kept at a constant temperature.

B The contents are sensitive to heat and light.

C The contents must be kept frozen.

0	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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**1**

**Order reference 122/HB**

We regret to advise you that the despatch date for the above will now be later than you were originally informed, and we now anticipate despatching your order at the beginning of November.

What is the purpose of this letter?

- A to apologise for being unable to supply the customer's order in November
- B to answer a customer's complaint about the lateness of an order
- C to notify the customer of a delay in sending an order

Check your answers on page 28.

**2**

Established in 1986, Martin and Co. let and manage flats and houses on behalf of landlord clients.

Martin and Co. operate as

- A agents for those who own rented properties.
- B sales representatives for those who want to buy properties to rent.
- C consultants for those who want to set up in the property business.

**3**

You have received this promotional email because you have agreed to receive VAL Products marketing information. To reverse this, log onto your personal account page at [www.VAL.com](http://www.VAL.com).

You should go to your account page at the website to

- A cancel an agreement to be sent publicity mail.
- B find out more about the promotion.
- C give your opinion on their latest campaign.

**4**

Our free, no-ties price comparison service finds the cheapest prices from hundreds of retailers for thousands and thousands of office products.

This is an advertisement for

- A a supplier of low cost office products.
- B a consumer guide to costs for office products.
- C a directory of office products available from different outlets.

**5****BHJ Group Industries****Key priorities for the year ahead**

- Drive profit recovery in the Middle East
- Make profit for the first time in Central Europe
- Establish most profitable brands in Africa

BHJ plan to give attention to regaining profits which have declined in

- A the Middle East.  
B Central Europe.  
C Africa.

**6**

*Jardine's has overhauled packaging across its 40-strong breakfast cereal, fruit bar and snack bar portfolio in an effort to create a single and more recognisable brand identity.*

Jardine's has changed its packaging so that consumers can more easily

- A distinguish between different Jardine ranges.  
B pick out Jardine's products.  
C decide which Jardine product suits them best.

**7**

A recent survey found that 26% of firms questioned had made incorrect IT purchasing decisions because they had been misled by the technical IT language used by the suppliers.

Firms bought the wrong IT products because they

- A didn't use outlets which provided expert guidance.  
B weren't knowledgeable enough about current products.  
C hadn't been able to understand the sellers correctly.

**Check your answers on page 85.**

## Reading and Language Knowledge Test

**Part One****Section Two****Questions 8 - 13**

- Choose the word or phrase which best completes each sentence.
- For questions 8-13, mark one letter A, B, C or D on your Answer Sheet.

- 8 The packaging is aimed ..... attracting teenage consumers.  
 A to  
B at  
C of  
D on

- 9 They hope to ..... their objective of €1 million in sales by December.  
 A complete  
B achieve  
C acquire  
D obtain

- 10 Orders for delivery the same day should be placed no later ..... 12.00 noon.  
 A but  
B and  
C as  
D than

- 11 Anyone involved ..... the recruitment process should be trained for it.  
 A in  
B by  
C for  
D over

- 12 The supplier is ..... some very competitive prices.  
 A presenting  
B bidding  
C handing  
D offering

- 13 The landlord allowed him to pay rent in .....  
 A behind  
B afterwards  
C arrears  
D debt

**Check your answers on page 86.**

# Reading and Language Knowledge Test

## Part One

### Section Three

#### Questions 14–19

- Read the article below about a company which makes use of direct marketing and answer questions 14–19 on the opposite page.
- For questions 14–19, mark one letter A, B or C on your Answer Sheet.

#### Dosh and Direct Marketing

Dosh Software was set up by accountant Jonathan Van der Borgh to develop new accounting packages for financial services firms. Dosh was keen to get a retail presence, but was fighting for space on the shelves in big stores. They quickly realised that direct marketing would be a quicker and easier way to establish the brand. As a new company, explained Tony Trevillion, general manager, Dosh had to spend carefully. That is why direct marketing had so much appeal. Dosh could mail to discrete groups, targeting a customer base of accountants and book-keepers.

One of their first promotions, for example, was through an accountancy publication. Dosh placed an advertisement in the publication, which is distributed to 70,000 readers. In addition, they refined that list and placed a further 10,000 trial copies of their software on the cover of the publication but these were only to be received by smaller accountancy firms.

The results of each campaign are tracked and within just one or two weeks, the company will know how successful that mailing has been. After each campaign, phone calls are made to potential customers that responded as well as those that did not.

However, Dosh has learnt from some bad experiences and all of its marketing is costed against the expected return. 'If you buy a cold list, you will be lucky to get a return of half a per cent,' said Trevillion. Now that the group has been running for over two years and has built up its own database of customers, they are learning that this is the best list of all. 'It is always easier to sell to someone that you have sold to before,' said Trevillion. This has meant an investment in database technology to help Dosh keep up-to-date and accurate listings. But it was money well spent, according to Trevillion.

No opportunity is lost, and Dosh use every invoice mailing to make full use of the postal charges. As well as an invoice, customers could receive additional information about the company or questionnaires regarding customer service, all within the weight limit allowed for second-class mail. 'For me, as an accountant, the nice thing about direct marketing is that you can measure the success. You know all the costs – the creative costs, the mail, the time involved, the envelopes – and it is a very accurate measurement,' said Van der Borgh.

- 14 Why does Tony Trevillion say it was a good idea for Dosh to use direct marketing?

- A The accountant owner of Dosh had extensive customer lists.
- B The big retailers refused to stock Dosh software.
- C Their finances were more efficiently used targeting defined groups.

- 15 Who was intended to receive the free samples of Dosh products?

- A the 70,000 readers of an accountancy publication
- B members of smaller accountancy firms
- C accountants whose details Dosh found in advertisements

- 16 How does Dosh follow up direct marketing campaigns?

- A They chase responses for one to two weeks after the campaign.
- B They contact all the targets of the campaign.
- C They record details of just those who respond.

- 17 Why did Dosh have to purchase new database technology?

- A to record results of marketing campaigns
- B to replace unsuccessful customer lists
- C to keep track of current customers

- 18 What kind of money-saving scheme is detailed in the last paragraph?

- A They advertise other companies when they send invoices.
- B They enclose more of their literature with invoices.
- C They send out one invoice to cover several orders.

- 19 What does Van der Borgh say is the advantage of applying direct marketing as an accountant?

- A He is good at assessing how well a campaign has done.
- B He runs campaigns efficiently because he can foresee expenses.
- C He has a lot of experience of advising on marketing campaigns.

**Check your answers on page 87.**

## Reading and Language Knowledge Test

**Part One**
**Section Four**
**Questions 20-24**

- For questions 20-24, read the text below and think of the word which best fits each space.
- Write only one word for each space on your Answer Sheet.

**Example:**

He is very interested (0) ..... computers.

**Answer:**

0	in	<input type="text"/>	<input type="text"/>
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Dear Customer

We are writing to ask you to take part in Johnson's latest customer survey (20) ..... that we can find out if you are happy with our service.

We'd also like your views on some new developments at Johnson's. The survey data is being recorded (21) ..... NSB Research, an independent research agency. This will ensure that all data is passed on to Johnson's anonymously – Johnson's won't even know which customers (22) ..... taken part in the survey.

The questions are all online, short and straightforward, and should only take about 15 minutes (23) ..... total. All survey participants will (24) ..... entered into a draw to win €1,000 of travel vouchers. The closing date for completion of the survey is 9th May. We look forward to hearing from you at [www.marketsearchers.com](http://www.marketsearchers.com).

Check your answers on page 87.

## Reading and Language Knowledge Test

**Part Two**
**Section Two**
**Questions 25-29**

- Read this text about the winner of a company award.
- Choose the best word to fill each space from the words below.
- For each question 25-29, mark one letter A, B, C or D on your Answer Sheet.

**Example:**

He wants you to (0) ..... him the reason.

0 A speak      B tell      C say      D talk

**Answer:**

0	A	B	C	D
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### Organisational Strength – The Shareplus Global Team

The Group President's Awards are presented to teams which have made an outstanding (25) ..... to the group's strong results. The Shareplus Global Team wins the award for organisational strength. This team achieved a global first for MK Industries by (26) ..... the first American-style employee share plan outside North America.

The team, led by Jane Barrymore and Rob Norwood, gained a full understanding of the local tax laws for each European country, (27) ..... up a proposal for the plan and prepared communication materials in local languages for MK employees in the eligible countries. And all in just seven months!

The Shareplus plan was (28) ..... across eight countries in Europe, giving more than 7,000 employees the opportunity to invest in the company. Nearly 20% of employees started (29) ..... in the scheme within the first month of operation.

- |                 |                 |                |               |
|-----------------|-----------------|----------------|---------------|
| 25 A addition   | B payment       | C contribution | D donation    |
| 26 A committing | B implementing  | C performing   | D engaging    |
| 27 A drew       | B rose          | C grew         | D made        |
| 28 A opened     | B originated    | C founded      | D launched    |
| 29 A involving  | B participating | C including    | D associating |

Check your answers on page 88.

# Reading and Language Knowledge Test

## Part Two

### Section Three

#### Questions 30-34

- For questions 30-34, read the text below and think of the word which best fits each space.
- Write only **one** word for each space on your Answer Sheet.

#### Example:

He is very interested (0) ..... computers.

#### Answer:

0	in	—	—
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#### Wholesale Pallets

Wholesale pallets contain similar goods that have been batched together to be sold on at trade prices. For example, a wholesaler may offer an electronics pallet (30) ..... may contain several TVs, DVD players and games consoles.

Pallets are a good example of why you should check the condition of wholesale goods before you buy them. They can be excellent buys (31) ..... your business, and you can save a substantial amount of your wholesaling budget.

However, the downside is that they can be carelessly put together and the quality of the goods varies (32) ..... batch to batch. Many pallets are unchecked by the wholesaler, (33) ..... be particularly careful when buying them, as you may end up spending a lot of money on damaged goods. Get assurance from the wholesaler and if you are still not happy, the wholesaler should (34) ..... you check the batches yourself.

**Check your answers on page 89.**

# Reading and Language Knowledge Test

## Part Two

### Section Four

#### Questions 35-40

- Choose the word or phrase which best completes each sentence.
- For questions 35-40, mark **one** letter A, B, C or D on your Answer Sheet.

35 Here is the list of the ..... of the direct marketing leaflets.

- A receptions
- B receivers
- C recipients
- D receipts

36 We need to drive down costs to ..... profit margins.

- A further
- B heighten
- C boost
- D advance

37 Have you decided how much time to ..... to each interview?

- A distribute
- B allocate
- C divide
- D share

## Reading and Language Knowledge Part 2, Section 4

38 More and more companies are using the internet for the ..... of recruitment.

- A rationale
- B function
- C purpose
- D use

39 Having their own transport is an essential ..... when we select a suitable postholder.

- A principle
- B criterion
- C measurement
- D standard

40 Very few deals go through ..... from beginning to end.

- A smoothly
- B evenly
- C flatly
- D consistently

## Reading and Language Knowledge Part 2, Section 5

# Reading and Language Knowledge Test

### Part Two

#### Section Five

##### Questions 41-46

- Read the article below about outsourcing, and answer questions 41-46 on the opposite page.
- For questions 41-46, mark one letter A, B, C or D on your Answer Sheet.

#### Outsource in haste

In recent years, many top European companies have decided to go down the outsourcing route. Last year, the fastest growth in the outsourcing of business processes occurred in the types of companies who can outsource services for contracts worth in excess of €50 million. Financial services (38%) and manufacturing (17%) are the business functions most commonly involved in such arrangements, but human resources showed the greatest growth of all outsourced functions.

When a company wants to focus on its core business, cut costs or exploit the expertise of specialists, outsourcing certain of its functions may be the best answer. In many cases it makes strategic sense. The vendor (i.e. the provider of the outsourced service) is able to focus on the outsourced function as a core competence, and can bring greater economies of scale and deeper knowledge and expertise in specific areas. Many firms agree to outsourcing in the belief that it will allow them to concentrate on strategic growth, reduce headcount and redirect capital budget.

However, decisions on outsourcing should be made extremely cautiously, or the vendor will be the only one reaping real benefits, while the purchasing company (i.e. the company which outsources services and buys them in) ends up giving money away. A firm that fails to calculate its in-house costs properly will make false comparisons with the cost of outsourcing. One manufacturing business, for example, had a small internal audit department with a staff of nine which had been costing them €500,000 a year to run. They outsourced and paid €350,000 per year to the vendor. However, at the vendor's rate, this paid for just three people, who did the job adequately. The company had just thought that it was ridding itself of a problem and saving money but in fact was paying over the odds for three people who it could have hired more cheaply in-house.

The trap into which firms are falling is failing to sort out department problems before outsourcing – and of course it is the 'problem' departments that are most usually outsourced. Before taking the plunge, a company should investigate any existing problems in the function they are considering outsourcing, solve them, and only then decide if outsourcing is the best option.

Outsourcing is a complex endeavour. Without clear direction, the process can become prolonged, expensive and frustrating. Outsourcing is generally a long-term contractual relationship, and over the contract term, the customer's business, competitive and regulatory environments may change dramatically. Before outsourcing, the company must decide what it wants to achieve within a specific time-frame, and make those expectations clear in the agreement with the vendor.

Firms should approach outsourcing by first defining their business processes and understanding all the inputs and outputs in detail. Then, having reviewed where improvements might be made and inefficiencies eliminated, they are in a stronger position to negotiate with any vendor. The firm can then provide a list of each of their business tasks in detail and show whether the firm or a potential vendor is responsible for carrying out the tasks. However, in many cases, the review process is so beneficial that the function that was to be outsourced is, in the end, kept in-house. After all, if you outsource, someone else is making the money instead of you. Think carefully before relinquishing the chance to make a profit.

## Reading and Language Knowledge Part 2, Section 5

- 41 What kind of businesses have most increased their outsourcing arrangements recently?
- A companies in the financial services industry
  - B companies involved in deals above a certain value
  - C manufacturing companies
  - D companies which operate outside Europe
- 42 What does 'headcount' mean in the second paragraph?
- A different kinds of companies
  - B number of experts
  - C varieties of business functions
  - D staffing levels
- 43 What was the mistake that the manufacturing business made?
- A They paid more to the vendor than they had paid to run their in-house operation.
  - B They failed to save any money through outsourcing.
  - C They miscalculated how much they needed to pay to run the function themselves.
  - D They used a company who had insufficient skilled staff.
- 44 The writer says that 'problem departments' should be
- A used in experiments to assess the suitability of outsourcing.
  - B sorted out before being considered for outsourcing.
  - C kept out of any plans for outsourcing.
  - D chosen before other departments for outsourcing.
- 45 In the fifth paragraph, what advice does the writer give about outsourcing?
- A Set time constraints on the delivery of results from the outsourcing relationship.
  - B Research what is likely to happen during the life of the outsourcing agreement.
  - C Write conditions into the contract covering you against any unexpected events.
  - D Avoid agreeing terms which will tie you to one vendor for a long period.
- 46 What is the writer's main point about the use of outsourcing in the text as a whole?
- A Outsourcing can only benefit certain business processes.
  - B Outsourcing may lose firms opportunities to gain profits for themselves.
  - C Outsourcing will start to lose its popularity in the near future.
  - D Outsourcing relationships are more trouble than they're worth.
- Check your answers on page 90.**