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FINAL TEST – LEVEL C1.2

/ 100 points

%

LISTENING

A) Listen to your trainer read an interview with Jon Larsen, CEO of a Danish advertising agency, and complete the sentences below.

- 1 Jon Larsen's company was founded in _____.
- 2 The company is changing its name from Verner-Martins to _____.
- 3 The proportion of spending on internet advertising is (at the time of the interview): _____.
- 4 In a few years, Jon expects this percentage to be _____.
- 5 In Jon's example, a car manufacturer arranged a series of _____ to promote its new model.
- 6 To attend these events, people had to register their _____ or _____.
- 7 Last year, the advertising industry grew by _____ per cent.
- 8 The total value of the industry worldwide is _____.

B) Now listen again and choose the best answer to each of the following questions.

- 9 Jon says that his company is changing its name because ...
 - a) they want to market their services in the UK
 - b) they want to show that they are up-to-date with new ideas
 - c) the old name is hard to pronounce.
- 10 The use of TV commercials in advertising campaigns is ...
 - a) growing
 - b) at a peak
 - c) no longer as important as it once was
- 11 What is Jon's opinion of pop-up ads?
 - a) they are effective
 - b) people often feel annoyed with them
 - c) people don't pay attention to them
- 12 Jon believes the advertising industry will ...
 - a) decline in the long term
 - b) stay at the same size for the next few years
 - c) continue to expand

- 13 In what way is the industry changing, according to Jon?
- a) advertising is becoming more expensive
 - b) it is becoming more global
 - c) agencies have to offer more things
- 14 Jon gives an example of a new promotional technique in which ...
- a) people sell the product to their friends
 - b) no direct advertising is used
 - c) consumers receive text messages about products

LANGUAGE

A) In the text below, there is one mistake on each line (10 mistakes total). Identify and correct the word that is wrong. (15-24)

A week ago Refco is one of the world's biggest finance companies,

with a market value of \$3.6bn following its high successful flotation in August.

Now the company has collapsed and trading in its shares have been suspended.

Initially, internal investigators have been unable to find anything fundamentally wrong.

But on Monday the company found out that a \$430m debt was owing by the chief executive.

On the same day, he paid it forward, with interest.

But the statement the company put out explaining what has happened left unanswered questions.

Refco is completely dependent of the confidence of its customers.

If customers fear of the security of their assets, the risk is that

they will attempt to withdrawing them, which is exactly what happened this week.

B) Rewrite the underlined parts of each sentence below to create a noun phrase. Do not use relative clauses (clauses with 'who', 'that' or 'which').

Example:

We have to review our strategy because the conditions in the market are increasingly difficult.

We have to review our strategy because of the *increasingly difficult market conditions.*

25 We are looking for a person who is professional and has good qualifications.

We are looking for ...

26 Our sales have declined rapidly in recent months.

In recent months, we have seen ...

27 He has been consistent in producing reports which are accurate.

He has produced ...

28 The company has demonstrated that they are extremely effective in planning for disasters.

The company has demonstrated ...

29 Lastminute.com is a service company which operates online and has been highly successful.

Lastminute.com is a ...

C) Complete the sentences below with the appropriate multi-word verb. Where there is a pronoun in brackets, decide whether to put it between the two parts of the verb or at the end.

break into / break off / bring out / cut off / look into / put off

30 We have discontinued that line and we are going to _____
_____ a new line next month.

31 The company is strong in Europe and the US and now they want to
_____ the Asia Pacific market.

32 Hello? Are you still on the line? Oh dear – I think we've been _____
_____.

33 I'm afraid I won't be able to come to the meeting on Friday. Can we
_____ till next week? (it)

34 I'm sorry to hear you've got a problem. Don't worry. Leave it with me and I'll
_____. (it)

35 The negotiations were not going well, so we decided to _____
_____. (them)

D) Choose the best answer to complete each gap in the text.

Saying 'no' to invitations can be very difficult. A standard answer to 'Can you come to lunch?' is: 'Thank you but I'm a bit busy at present.' But what would you say if the next question _____ 36: 'When will you be free?' _____ 37 you tell a lie or be honest?

If you _____ 38 want lunch with someone it may be because they are boring, or not important enough, or because you would prefer to have a sandwich at your desk. It is easier and less rude to tell a lie.

I would not advise anyone to say no to their boss. A manager I know asked his secretary if she would mind typing a letter for him. 'I'd rather not, if you _____ 39 mind,' she replied. A month later, she was selected for redundancy in a company reorganisation. If she _____ 40 'Yes, of course' she might still be working there.

36 a) was b) is c) would be

37 a) would b) will c) won't

38 a) did not b) do not c) would not

39 a) would b) won't c) don't

40 a) said b) had said c) would have said

VOCABULARY

A) Choose a word or phrase from the list to replace each of the underlined words or phrases without changing the meaning.

fringe benefits / dire / independently / old-fashioned / remuneration / retreat / rosy / succinct / uncertain
--

41 We don't see any future in this market so we've decided to withdraw.

42 Our sales subsidiaries operate autonomously.

43 I've been offered an attractive pay package with the new job.

44 The job also comes with a number of perks.

45 Hugo got excellent exam results and his future looks promising.

46 His speech was short and to the point.

47 Share prices are falling fast and the financial analysts have issued dreadful warnings.

48 I'm afraid your chances of success are somewhat doubtful.

49 That manager's attitudes to women are a bit behind the times!

B) Choose two verbs from the list that could both be used in each sentence below.

accept / achieve / admit / damage / deal with / enter / give / handle / jeopardize / make / penetrate / provide / reach / take

- 50 We employ 5 staff to _____ customer complaints.
- 51 Normally the departmental manager should _____ the decision.
- 52 The project failed because we failed to _____ our goals.
- 53 The delegates at the conference were asked to _____ feedback.
- 54 The company is refusing to _____ liability for the loss.
- 55 He warned that taking this action could seriously _____ international relations.
- 56 The plan is to _____ the market with our new design.

C) Match the words in column A to the words in column B to make phrases and match them to the term that matches each of the definitions below.

A	B
1. Auction	centre
2. Distribution	package
3. Income	house
4. Takeover	distribution
5. Retail	bid
6. Severance	chain

- 57 Money and other advantages offered to an employee when a company tells them to leave. _____
- 58 The way in which wealth is shared by people in a country. _____
- 59 An attempt to get control of a company by buying most of its shares.

- 60 The location where goods are stored before being sent out to customers.

- 61 A number of shops or stores owned or managed by the same company.

- 62 A company that arranges sales in which items are sold to the highest bidder.

SKILLS

Choose the most appropriate phrase from the list to match each of the functions below.

- 63 State the goals of a meeting
- 64 Ask for opinions
- 65 Encourage contributions at a brainstorming.
- 66 Signal that you want to say something.
- 67 Resolve a conflict.
- 68 Soften a request.
- 69 Summarise the points so far.
 - a) I'd like to make a suggestion.
 - b) Let's recap before we go on.
 - c) What we need to achieve today is ...
 - d) Does anyone have any feelings about ...?
 - e) We were hoping to pay a little less.
 - h) Fire away!
 - i) How do you think we should deal with this?

READING

Read the article and then answer the questions on the next page.

Ban bureaucracy and bring in the bulldozers.

The table in Jean-François Dehecq's chief executive suite in Paris has room for no more than a handful of people to gather round. Sanofi-Aventis, the company he runs, may have become one of the world's largest pharmaceutical companies, but he believes this table remains big enough for all those needed to take the key decisions.

Apart from Mr Dehecq, that means just three other long-standing colleagues in whom he has total confidence. 'We don't need to talk to understand each other,' he says. 'We sit around this little table and make decisions and apply them the next morning. There are no committees, no mucking around.'

This is one of a number of his defiantly distinctive approaches to management. While executives in many 'big pharma' groups complain that they are spending too much time in large committees, trapped by heavy bureaucracy, Mr Dehecq believes he can best keep his company alive by retaining a direct approach that cuts away bureaucracy. He cites the plan of a group of his managers to build a new \$100m vaccines plant in the US. 'We challenged it, and then we said 'Right, let's go'. The reaction of these guys was, 'So which committee do we go to now?' I said tomorrow morning you get the bulldozers on the site and start building. We just took the decision.'

That same small group of executives came into play when engineering Sanofi's largest takeover with the purchase of the rival French group Aventis in a highly unusual, hostile takeover battle. Mr Dehecq says the saga began as a survival strategy for Sanofi, indicating that Pfizer, the world's largest drugs group, was among a number of pharmaceutical companies that were eyeing his business for acquisition because of its profitability.

Despite the fact that Aventis was larger, Mr Dehecq launched an aggressive takeover and went on to acquire his rival in a €50bn deal. After the merger, most of Aventis's top management lost their jobs, as he imposed Sanofi's vision and style. 'Otherwise we would be stuck in the mud like all the big mergers with only 2 or 3 per cent revenue growth this year, while we are generating 11 per cent.'

As for the future, he hints that any of his three close colleagues could take on his role when he comes up for retirement in three years, and with the board's approval he has chosen a preferred successor – whose identity he will not reveal – who shares his vision. 'The essential thing is that we don't end up working by committees. If we do that, we are dead.'

- 70 How would you describe Jean-François Dehecq's approach to management?
- a) cautious b) consultative c) decisive
- 71 What characterises other pharma groups' decision-making?
- a) a long, complex process b) a fast, direct approach c) lack of red tape
- 72 Why did Jean-François Dehecq initially decide to acquire Aventis?
- a) his own company was threatened with a takeover
- b) Sanofi couldn't compete with the large pharma groups
- c) he wanted to improve profitability
- 73 Complete the sentence: As a result of the merger ...
- a) Jean-François Dehecq has had to change his management style
- b) the company is growing slowly
- c) senior managers at Aventis were sacked
- 74 What do we know about the next CEO of Sanofi-Aventis?
- a) He will make radical changes to the way the group is run.
- b) He has already been chosen.
- c) His appointment has already been announced.
- 75 The expression "mucking around" (paragraph 2) means:
- a) taking decisions b) getting angry c) wasting time

Name _____

SPEAKING (76-100)

Instructions for the speaking portion of this test have been provided by your trainer.

Your trainer will evaluate your speaking performance using the rubric below.

Criteria:	Marks
coherence	/ 5
fluency	/ 5
lexis	/ 5
complexity	/ 5
accuracy	/ 5
Total	/25

Key:

1/5 = needs a lot of improvement

2/5 = needs improvement

3/5 = approaches/meets standards

4/5 = meets/exceeds standards

5/5 = clearly exceeds standards

Coherence: logical organization and development of the topic or argument; clear interconnectedness of thoughts and ideas

Fluency: smoothness and (apparent) effortless communication

Lexis: range and appropriateness of words and idiomatic expressions used

Complexity: range of grammatical forms and structures used

Accuracy: appropriateness/correctness of grammatical forms and structures used