

QUESTION BOOKLET

PLEASE READ THIS BOOKLET FIRST

Cambridge English Skills Test: Business

Reading

Sample Test

Access Arrangements Version

SUITABLE FOR VISUALLY IMPAIRED CANDIDATES

Time: 30 minutes plus your extra time allowance

READ THE INSTRUCTIONS ON PAGE 2

INSTRUCTIONS TO CANDIDATES

Write your name, username and centre number on your answer sheet.

Read the instructions for each part of the paper carefully.

Answer all the questions in Parts 1 – 6.

Write your answers on the answer sheet together with the number of the question.

At the end of the test, hand in both this question paper and your answer sheet.

Note: to help you do this paper, the texts for Reading Parts 4 and 6 are in a separate TEXT booklet.

INFORMATION FOR CANDIDATES

Questions 1 – 20 each carry one mark.

PLEASE DO NOT TURN OVER TO PAGE 3 UNTIL YOU ARE TOLD TO DO SO

READING

PART 1

QUESTION 1

**For question 1, write the correct letter A, B or C
ON YOUR ANSWER SHEET, together with the number of
the question.**

**1 From: Manager
 To: Sales Team**

Subject: New printers

**Our new line of printers will be on display in the
Blue Room from 9am tomorrow – a chance to
familiarise yourselves with the products before
pitching them to potential clients.**

What does the manager want his team to do?

- A meet to practise pitching the new products**
- B get to know a new product range ahead of
 promoting it**
- C decide which customers to promote new products
 to**

PART 2

QUESTIONS 2 and 3

For questions 2 and 3, read the sentences and the options below and decide which option A, B, C or D best fits each gap. Write the correct letter ON YOUR ANSWER SHEET, together with the number of the question.

2 I've applied for the job, but I don't really _____ to get it.

A expect

B think

C believe

D suppose

3 Mary turned _____ the job offer because the salary wasn't high enough.

A off

B down

C away

D out

PART 3

QUESTIONS 4 – 8

For questions 4 – 8, read the text and decide which option A, B, or C on page 6 best fits each gap.

Write the correct letter **ON YOUR ANSWER SHEET**, together with the number of the question.

A NEW APPOINTMENT

The law firm Staley and Graham has appointed James Bramhall as its new human resources manager.

Bramhall has over seven years (4) _____ of working in human resources in the legal and retail sectors. He (5) _____ the firm from Haston Lawyers where he spent two and a half years as HR manager. He has (6) _____ in law and personnel management.

The firm currently employs 110 staff. Bramhall and his (7) _____ will be responsible for the firm's plans to (8) _____ at least 30 new members of staff in the next six months.

OPTIONS FOR QUESTIONS 4 – 8

4

- A practice**
- B involvement**
- C experience**

5

- A comes**
- B joins**
- C reaches**

6

- A qualifications**
- B grades**
- C examinations**

7

- A equipment**
- B files**
- C team**

8

- A bring**
- B recruit**
- C collect**

PART 4

QUESTIONS 9 – 13

Read the text on pages 2 – 4 of the separate booklet and answer questions 9 – 13 below and on page 8. Choose the correct answer A, B, C or D. Write the correct letter ON YOUR ANSWER SHEET, together with the number of the question.

- 9 In the first paragraph, what point does the writer make about modern teams?**
- A The frequency of meetings has increased.**
 - B It's difficult for the entire team to maintain a feeling of unity.**
 - C Co-operation has become a high priority.**
 - D People are more likely to prefer working with others from similar backgrounds.**
- 10 In the second paragraph, what does the writer say about team members?**
- A The number of members should be limited to improve team efficiency.**
 - B Members should keep in regular contact with each other.**
 - C Each member needs to be a specialist in their own field.**
 - D The workload of a project should be shared equally among members.**

- 11 The writer suggests using the first ten minutes of any team meeting to**
- A outline the aims of the meeting.**
 - B allow for late arrivals to settle in.**
 - C highlight the contributions of individual members.**
 - D improve understanding between team members.**
- 12 In the fourth paragraph, the writer says teams may struggle to work effectively unless**
- A the project is stimulating.**
 - B everyone is given a choice of role.**
 - C rules of behaviour are clearly established.**
 - D there is a fixed time frame for the project.**
- 13 The writer says that team goals should be**
- A easily achievable for everyone in the team.**
 - B clearly identified from the beginning.**
 - C agreed upon by the whole team.**
 - D based on previous team performance.**

PART 5

QUESTIONS 14 and 15

For questions 14 and 15, read the text and choose the correct answer. Write the correct letter A, B, C or D ON YOUR ANSWER SHEET, together with the number of the question.

STAFF MOTIVATION

Motivating staff is essential to the success of any firm. Motivated employees contribute more ideas and work harder to achieve business objectives. And good workplace morale also reduces costly staff turnover. Survey after survey shows that while pay rises and bonuses may provide short-term motivation boosts, praise from immediate managers, attention from top managers, and opportunities for responsibility influence people's behaviour just as effectively, yet cost little or nothing. So why do so few business leaders focus on such forms of motivation? Clearly an unhealthy number of those in charge still believe in financial motivators and because of this ignore motivation during tough economic times – exactly when it's most needed.

Small businesses, such as online business services company Cloud Viva, couldn't offer the same financial benefits as large companies if they wanted to, so they have found other ways to motivate staff. At Cloud Viva, its core values – respect for the individual, opportunities for personal growth, and a positive working environment – were developed by the whole workforce. In addition, everyone has share options, and they enjoy regular

lunches in local restaurants and weekends away. But it's staff development that's at the heart of their approach. The company spends thousands of pounds a year per person on training and also supports staff in gaining work-related qualifications or to develop their own creative projects that might benefit the business. Their philosophy has paid off. They were recently voted 'Best small business to work for'.

- 14 In the first paragraph, what does the writer suggest about motivation?**
- A The results of research into it may be confusing.**
 - B Too many managers disregard key evidence relating to it.**
 - C Companies are only interested in it when they are in difficulties.**
 - D Mixing monetary and non-monetary measures is the best way to achieve it.**
- 15 The writer uses the company Cloud Viva to illustrate**
- A the long-term benefits of asking employees to deliver motivational training events.**
 - B how financial motivations can work if staff choose to have them.**
 - C the advantages small businesses have over larger ones in motivating staff.**
 - D how small businesses can overcome their limitations when motivating staff.**

PART 6

QUESTIONS 16 – 20

Read the text on pages 5 and 6 of the separate booklet and choose the correct sentence A – H for each gap.

You do not need to use three of the sentences.

Write the correct letter **ON YOUR ANSWER SHEET**, together with the number of the question.

SENTENCES

- A** These employees may not necessarily have skills that are hard to find in the business's home country.
- B** That is to say, they need staff who are culturally sensitive, used to working in diverse contexts, and may even have worked abroad.
- C** Doing so would nevertheless enable businesses to move people around to different locations around the world as and when needed.
- D** Sometimes, these differences mean that a business's stated values and principles have to be adapted.
- E** There might also be other personal motivations for individuals to take up a foreign assignment, such as being closer to family.
- F** It needs to be said, however, that this kind of activity can't guarantee that a business will be successful in a new, unfamiliar overseas market.
- G** For example, these encounters can help them develop the ability to build effective professional relationships despite differences in language and outlook.

H Compulsory closure periods during major holiday seasons must also be taken into account.