



SERIES 1 EXAMINATION 2002

ENGLISH FOR BUSINESS

LEVEL 3

(Code No: 3041)

TUESDAY 12 MARCH

Instructions to Candidates

- (a) *The time allowed for this examination is 3 hours.*
 - (b) *Answer **all 4** questions.*
 - (c) *All questions carry equal marks.*
 - (d) *All answers must be clearly and correctly numbered but need not be in numerical order.*
 - (e) *While formal accuracy is expected, adequate and appropriate communication is essential and candidates must judge the length of their answers in this light.*
 - (f) *When you finish, check your work carefully.*
 - (g) *The use of standard English dictionaries and cordless non-programmable calculators is permitted. Candidates whose first language is not English may use a bilingual dictionary.*
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QUESTION 1

Situation

You work for a clothing manufacturing company, Finest Fashions, in your area. A week ago, the sales staff of the company held a meeting at a local hotel, the Hotel Excelsior Gardens. As part of the organising team, you made notes on certain aspects of the hotel's service which were not fully satisfactory.

Your notes were as follows:

Refreshments on arrival – tea / coffee provided – we had to request water and soft drinks as these were not provided.
Conference room – became quite warm – air conditioning a little noisy when switched on.
Restaurant very busy – not all staff could sit together at lunch.
(NB: Hotel staff very obliging – able to sort out problems as they arose)
Hotel car park – parts of it being resurfaced – reduced number of spaces for customers.

During the meeting, a member of the sales staff was taken ill. Fortunately, a hotel employee was trained in first aid and was able to administer treatment until an ambulance arrived. Hospital staff confirmed that the treatment given at the hotel could have helped to save the life of the person taken ill.

You normally write to the hotels that your company uses to point out any problems that arise. Your manager, Mr David Silverman, is aware of this and says to you:

“When you write to the hotel say how grateful we were for the prompt attention given to Diana Werner when she was taken ill. The first aid treatment she was given was excellent and Diana is now making a full recovery.

“I know you will have to point out the problems; the hotel itself expects this. But let the manager know that generally the meeting went well”.

The manager of the hotel is Mr Leo Srnicek and the address is 48 Victory Square, Metroville.

Task

Write the letter to the hotel manager as requested. You can assume that the company's headed notepaper is used but you should use all other components of a business letter.

(25 marks)

QUESTION 2

Situation

You are employed by a company, Quanto Electrical Manufacturing, in your area. The company satisfies all the current legal requirements concerning the protection of the environment and pollution but the management is anxious that more could be done to ensure that the company is considered to be “environmentally friendly”.

You have been asked to investigate this issue and produce a report with a view to Quanto Electrical Manufacturing asking the International Safety Council (ISC) to carry out an environmental audit of the company. You first investigated this organisation and your notes of this and other points of your research appear below.

International Safety Council (ISC) – 5 star Environmental Audit System

This well respected international organisation will visit your company and carry out an audit of major areas of your environmental operation. These are:

- Environmental management – the company’s strategic policies
- Waste management – how waste materials are recycled and re-used rather than thrown away
- Pollution control – ensuring there are no harmful emissions, for example air or water emissions, or that dangerous substances used are carefully controlled
- Energy management – ensuring the company is not using too much oil, gas or electricity, to preserve the earth’s supply of fuels.

An auditor will visit your site and give an overall grading of between 0-5 stars depending on the company’s performance in these areas.

You decide to visit each department in the factory to list the possible areas of improvement and then produce a report making broad recommendations for improvements under the ISC headings. Your notes are as follows:

MANAGEMENT DEPARTMENT: could look at broad issues and produce more of an overall plan – could encourage all departments to be environmentally conscious – create a commitment by the company and staff.

PRODUCTION DEPARTMENT: could use biodegradable oil in the compressors so any spillage can be mopped up with soap and water. Could use more sophisticated filters on chimneys and air outlets to remove pollution.

PACKAGING DEPARTMENT: could look at recycling surplus paper and cardboard (ie converting it back to usable materials).

ADMINISTRATION DEPARTMENT: could consider recycling paper, investigate use of high energy consumption machines (eg computers, printers, photocopiers etc) to ensure all use is necessary.

MAINTENANCE DEPARTMENT: could look at use of energy, eg replace bulbs with energy-efficient ones, reduce heating costs by providing better building insulation etc. Re-use drainage water (properly cleaned and processed) in the manufacturing process.

QUESTION 2 CONTINUED

You spoke to the Managing Director of Light-On, a similar company to yours, which has recently gained 5 stars in the ISC Audit. He made these comments:

“We are often asked by our customers what our environmental policies are. It’s a great boost to our image to say that we have a 5 star rating. And our environmental policy has actually saved us money, particularly our waste and energy management systems. It has also boosted morale in the workforce and prevented us from being fined or charged by the government. I cannot recommend an environmentally friendly policy too highly.”

Task

Write the report as requested, for the Company Manager.

(25 marks)

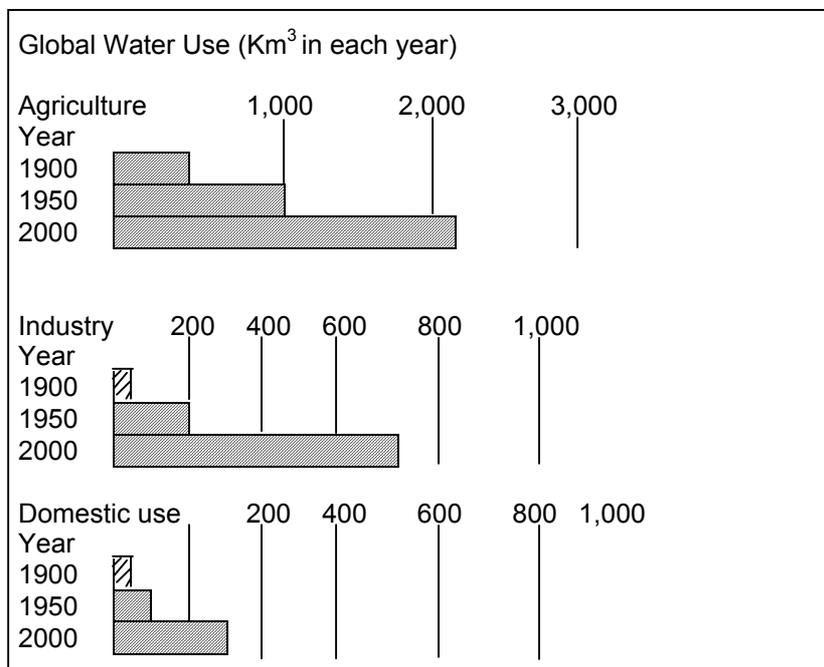
QUESTION 3

Situation

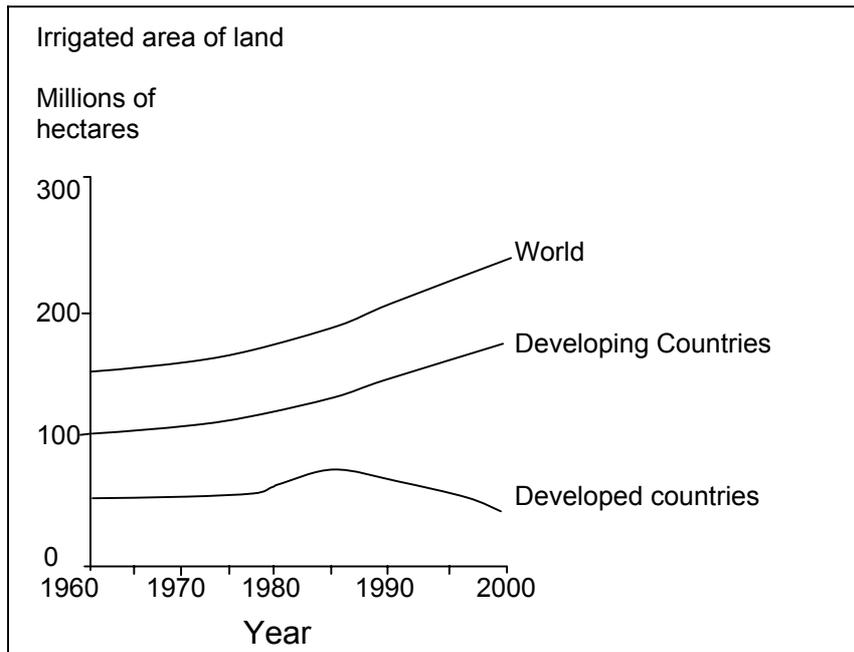
You are employed by a multi-national manufacturing company that has branches all over the world. The company requires a large amount of water as part of its industrial process and is concerned that in future there could be problems with water supplies. You have been asked to carry out some general research on worldwide usage before advising the company’s Director of Resources on the issue of water supplies.

You have downloaded some information from various Internet sites, as follows:

From World Water Vision website.



QUESTION 3 CONTINUED



From International Water Suppliers' website

It seems strange to talk of world water shortages when four-fifths of the planet is covered by water and various land surfaces are regularly flooded. But we are facing a global shortage of suitable water for agriculture, industry or domestic use, and latest estimates are that 40% of the world's population is suffering from inadequate supplies. For example, in the Middle East and North Africa, 5% of the world's population has less than 1% of the world's usable water resources at its disposal.

The main problem is, of course, that sea water with its substantial salt content is of little value. Removing salt is possible (the process is called *desalination* and has been used in various forms for thousands of years) but this is a very expensive process to be carried out on a large scale. And it is of little help to land-locked drought-ridden areas such as parts of Central Africa.

Another irony is that there are many parts of the world with more water than can ever be used. For example, Austria consumes less than 3% of its annual supply of 85 billion cubic metres per year and has further hundreds of billions of cubic metres stockpiled in its 6,000 lakes.

Selling water across international borders is beset with problems. Countries are sensitive about becoming dependent on imported water as they could be vulnerable to any political difficulties that could occur. Some countries are suspicious about exporting water as they fear the effect the process will have on their environment. Also, the population might not like the idea of "their" water going elsewhere. But the biggest difficulty is the price of moving water. It has been shipped in large tankers in the past, but this has its limitations. Governments do not like the idea of water becoming as expensive as oil, having become used to water being supplied free of charge by nature.

Water has also been transported over land by means of canals and pipelines. Canals are environmentally friendly but have their limitations because of geographical factors. Pipelines can go through mountains and under the sea which canals cannot. Although laying pipelines can be marginally less expensive than digging canals, neither of these systems is cheap and they are less likely to be afforded by developing nations, who often need the water the most.

QUESTION 3 CONTINUED

TASK

Answer the following questions in your words as far as possible to show your understanding of the subject.

- (a) (i) What was the main use of water in the world at the end of the twentieth century? (1 mark)
- (ii) Which increased at the higher rate since 1950, water consumption for industrial or domestic use? (1 mark)
- (iii) In which type of country is the proportion of irrigated land increasing at the highest rate? (1 mark)
- (b) Why do International Water Suppliers consider it strange to talk of worldwide water shortages? (2 marks)
- (c) What is meant by "desalination"? Why is this unlikely to be the answer to the world's water problems? (3 marks)
- (d) Why are some countries uneasy about being dependent on imported water? (3 marks)
- (e) Why might a country like Austria with a surplus of water be reluctant to set up water exporting schemes? (3 marks)
- (f) What advantages do pipelines have over canals as a means of transporting water? (3 marks)
- (g) Why do you think that using sea-going tankers might not be the answer to the problem of worldwide water transportation? (3 marks)
- (h) Think about your own country. Explain whether it is likely to be an exporter or importer (or neither) of water in the future and say how water could be transported into, out of or within the country. (5 marks)

(Total 25 marks)

QUESTION 4

Situation

You are employed as a supervisor of an office in your local branch of a large company, GAM International. This morning the Branch Manager, Ms Sonia Stefakis, gives you a copy of a memo she has received from the company's headquarters.

MEMO	
To:	All GAM International Branch Managers
From:	Eric Chan, Managing Director
Date:	11 March 2002
Subject:	<u>Support for Charities and Voluntary Groups</u>
<p>I would like you to remind all staff that it is company policy that all requests for support or donations from charities or voluntary groups should be referred to the Public Relations Department at Head Office. The company does support various local, national and international organisations but these must be carefully checked by our Public Relations Department to ensure that we are not breaking any laws or offending any staff or customers with this support.</p> <p>I must stress that this applies to any organisation however small or local it is. We cannot allow our branches to support any organisation without this vetting at headquarters, even if the organisation only operates in one area. Any members of staff approached by an organisation for support must refer the request to the Public Relations Department and must not promise anything. Our company is proud of its charitable links but must judge each case on its merits.</p> <p>I should add that we do have a long established relationship with the International Red Cross and Red Crescent organisations and we have allowed these organisations to make collections within our offices. These are the only organisations that we allow to do this and, of course, any donations made by staff are entirely voluntary.</p>	

Mr Stefakis asks you to send a memo to each member of staff in your office but just as you are to do so you receive this e-mail.

From:	Joshua Savoza – Head of Security, GAM International
To:	All supervising staff
Subject:	Fraudulent collections for charities
<p>It has come to our attention that there are people visiting some of our branches saying that they are from the International Red Cross or Red Crescent and collecting money from our staff. Unfortunately these people are not genuine collectors and the money is not going to these worthy causes.</p> <p>As you will know, there are genuine collectors visiting your branches at the moment, but these people always arrive at a time arranged by the manager of the branch and will carry identification cards with their photograph.</p> <p>If anyone approaches any member of staff and asks for money they should ensure that this is an authorised collector before they make any donations. Anyone who suspects a collector is fraudulent should contact the branch security officer immediately. We hope to catch anyone who collects illegally and takes advantage of the generosity of staff.</p>	

Task

Write a memo that could be sent to each member of your office staff, taking account of the information given in the memo from the MD and the e-mail from the Head of Security.

(25 marks)



SERIES 2 EXAMINATION 2002

ENGLISH FOR BUSINESS

LEVEL 3

(Code No: 3041)

WEDNESDAY 24 APRIL

Instructions to Candidates

- (a) The time allowed for this examination is 3 hours.*
 - (b) Answer all 4 questions.*
 - (c) All questions carry equal marks.*
 - (d) All answers must be clearly and correctly numbered but need not be in numerical order.*
 - (e) While formal accuracy is expected, adequate and appropriate communication is essential and candidates must judge the length of their answers in this light.*
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QUESTION 1

You are an assistant manager of the local branch of a restaurant and coffee chain, Café Cafard. This morning you received the following letter:

19b Central Ave
Midtown

22 April 2002

Dear Coffee Shop Owner

Today I visited your restaurant where I paid two dollars for a standard cup of filter coffee. I enjoyed the coffee but as I returned home I read in my newspaper that the price of the Arabica coffee bean has fallen by almost 50% in the last year. I remembered that when I visited your restaurant last year I paid one dollar and 50 cents for a cup of coffee. This does not seem to add up. Coffee beans are 50% cheaper but your prices have gone up 25%. How can you justify this?

Yours sincerely

Juan Alvarez (Mr)

You have on your desk the latest newsletter from the company's Head Office, which shows the breakdown of the cost of a cup of filter coffee and also the relative prices of a cup of coffee in your restaurant and those charged by the main competitors.

Breakdown of costs

Staff costs	51 cents
Premises (rent rates)	40 cents
Other products and equipment (including milk and sugar)	40 cents
Headquarters' running cost (includes advertising, insurance etc)	36 cents
Coffee	16 cents
Profit	17 cents

Price per standard cup of filter coffee in various restaurants:

<u>Restaurant</u>	<u>Price</u>
De Luxe Dining	3 dollars 25 cents
Café Romantica	2 dollars 70 cents
Rica	2 dollars 50 cents
Café Cafard	2 dollars
Val-I-I	1 dollar 99 cents

You know that the cost of Arabica coffee beans fluctuates greatly and your company must order these months before they are delivered. Rising transport costs means that the raw beans now cost more than they did a year ago, even though the coffee beans themselves are cheaper, and many other costs (such as rent and rates) have risen considerably in the last year.

You decide to write to Mr Alvarez to answer his query. Head Office has advised that you should always try to answer complaints from customers with reasons in addition to quoting statistics where applicable.

Task

Write the letter to Mr Alvarez. You can assume that the company's headed notepaper is used.

(25 marks)

QUESTION 2

Situation

You are employed by SMB Products, a large manufacturing company in your area. A year ago the company decided to employ a greater number of temporary staff (staff who are not on permanent contracts but who are employed for a fixed-term, usually a short term). It was agreed that this decision would be reviewed after a year. You have now been asked to carry out this review and produce a **report** for the company's Manager, Ms May Tin San.

You have spoken to the Human Resources Manager and to permanent and temporary staff to obtain their views. Additionally you have investigated the employment profile of similar companies. Your research has produced the following information:

Interview with Human Resource Manager

"We decided to use temporary staff because temporary working is very flexible. We can increase staff at busy times and reduce staff when we are slack. This saves us money, of course. I believe that we have reduced our wages bill by 3% over the year and this makes us very competitive.

A lot of workers don't want permanent contracts, of course. It fits many people's lifestyles to have temporary contracts; often younger people like to experience several different work environments.

However, I'm getting a feeling that temporary staff are not always as committed to the company as permanent staff, so we'll have to make sure that this does not affect the quality of our products."

Summary of views of current staff on temporary contracts

"Do you prefer to have a temporary rather than a permanent contract?"

Yes	54%	No	44%	No View	2%
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"Would you like to be employed on a permanent basis by SMB Products?"

Yes	79%	No	21%
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Of those who wish to work on temporary contracts: "What is the main reason why you prefer to work on this basis?"

Flexibility – don't want to work all the time	64%
Want to experience different environments	31%
Can earn more money in the short term	3%
Other reasons	2%

Of those who would rather have a permanent contract: "What is the main reason for this?"

Security – you know you will continue to be employed	42%
Financial – earn more money in the year on permanent contract	26%
Don't feel part of the company on a temporary contract	21%
Career reasons – more likely to get promotion if permanent	10%
Other reasons	1%

CONTINUED ON NEXT PAGE

QUESTION 2 CONTINUED

From interviews with temporary staff

“I much prefer temporary working. I can move around and work in different places, meet new people, and even take time off when I want to.”

“I’m only working on a temporary basis because there are no permanent vacancies at the moment. I feel very insecure and don’t really feel part of the company. The permanent staff have regular ‘nights out’, but I am not invited.”

“I’ve done a lot of temporary work. If you work for a reputable agency, they will make sure that you are given the right job in a company.”

From interviews with permanent staff

“The temporary staff are usually good workers. They want to make a good impression in the hope of being offered permanent work.”

“I don’t think we make our temporary staff as welcome as we could. We should involve them more in the company to make them feel more valued – like making sure they are invited to social events.”

Your research indicates that the most successful temporary staff have been recruited through an employment agency, Meadowvale Staffing. Whilst this agency charges fairly high fees, they have a wide range of experienced and capable workers on their books.

Task

Write the report on temporary working. Make appropriate suggestions and recommendations based on your research.

(25 marks)

QUESTION 3

Situation

You work in the office of a large company in your area. The offices are organised in a fairly traditional manner with each member of staff allocated his or her own desk space.

The company is expanding and the existing office space will soon not be large enough to accommodate all the staff employed. The managers of the company are reluctant to move to larger premises because of the costs involved but they have heard of the idea of “hot desking”. They know this is an arrangement which enables offices to use less desk space but they know little else about the idea.

You have recently attended a conference on “The Office of the Future” and one of the main speeches delivered was on this topic. You heard the speech and obtained a transcript of it, which appears below. You will soon meet the company managers who will wish to know full details.

Transcript of lecture “Hot Desking – A Burning Issue” by Professor Dariusz Czarny

“Good morning everyone. I am going to talk to you about a topic which is not exactly a new idea, but it is a concept which is taking some time to be converted into action in many offices.

I’m referring to what is known as “hot desking”. This practice can revolutionise the way your offices are organised; instead of allocating a separate desk to every member of your staff, you

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QUESTION 3 CONTINUED

Of course this is a dramatic change from your traditional office where the location and size of the desks often reflects the level of seniority of the occupant. So hot desking is not only cost-effective, it also can remove the system of hierarchies and privileges that still pervades so many traditional offices. Hot desking is highly democratic and, indeed, it is an important feature of the system that all the desks are equal in terms of status and location. No desk must be favoured (such as having a better window view or a more comfortable seat) or staff will simply revert to the current position of always wanting to sit at the same desk. This is when new hierarchies then emerge as more senior staff use their influence to “grab” the favoured desks.

The system works as follows. Each day as staff arrive in the office they choose any available desk and register with the computer network and telephone switchboard so they have their basic working tools and everyone knows where they are. At the end of the day, they “log off” and any personal effects or uncompleted work can be placed in their locker (not in desk drawers, of course) until they return to work. Hot desking works best for organisations whose staff do not need to attend an office everyday. Sales staff, for example, are often travelling and do not need a dedicated desk permanently at their disposal. Companies are also making use of home working particularly for employees who would otherwise have to travel to the office. Many staff simply do not need to have face-to-face contact with colleagues and, provided with a lap-top, a pager and a mobile phone, can carry out their work from anywhere.

Naturally, careful planning is required or there is the danger that staff will arrive at work to discover that they have no space to work in. But if too many desks are provided and they lie idle for most of the time, this defeats the object of the exercise. Companies must research the topic thoroughly to provide the optimum space.

It is said that this system is less personal and it destroys the social aspects of office working. There could be some truth in this; a happy office where staff enjoy the company of their colleagues can be a great asset to a company and it would be foolish to damage these relationships. But hot desking can also remove the petty jealousies, the squabbles and the ill-feeling that can be generated when people work in close proximity to each other. And a sensible company can still encourage its staff to socialise; the humour of the e-mail and the text message can be just as enjoyable as the personal contact between individuals.

Some would say that hot desking is an inevitable development. I would not go this far as I foresee that it is not appropriate for all situations. But it does have huge potential and I strongly recommend that you give the idea a great deal of thought. Thank you.”

Task

Using the transcript of the talk, answer the following questions, *in your own words as far as possible*, to show understanding of the ideas behind hot desking before you meet the managers.

- (a) How recent is the idea of hot desking? (1 mark)
- (b) Describe how the desks are organised in a hot desking system and say how this differs from traditional office-desk organisation. (5 marks)
- (c) Why is it important that hot desks are identical? (3 marks)
- (d) What are the main differences that staff will notice between a hot desk and a traditional system? (3 marks)
- (e) In which types of organisation is hot desking most successful? (3 marks)
- (f) Why is careful planning required? (3 marks)
- (g) What is the main criticism of hot desking? (2 marks)
- (h) Think of an office setting with which you are familiar. It could be one in which you have worked or it could be one you have visited or heard about. Describe the setting and say whether you feel that hot desking could be introduced. Give reasons for your answer. (5 marks)

(Total 25 marks)

QUESTION 4

Situation

You are employed by Cottontail Fashions, a clothing manufacturer in the town of Blossomville in your country. This morning you see the following article in your newspaper:

FAKE GOODS RAID

Late yesterday police in Blossomville raided the local market where 20 stalls were found to be selling counterfeit or fake goods. 31 people were arrested and amongst the goods confiscated was a large quantity of sportswear and fashion goods, many of which had fake Cottontail labels. Producing and selling counterfeit goods is a huge international business and it is estimated that clothing companies are losing up to \$10,000,000,000 per year because of this. Many of the profits are going to major international crime syndicates that are also believed to be involved in the illegal drugs business.

The manager of the company, Mr Javid Aziz, says to you:

“You’ve probably seen the article in the newspaper this morning. The police operation has been going on for some time now and I’m glad it’s come to a successful conclusion.

We’d better let the staff know that the police will be visiting us over the next few days to speak to all staff. We don’t want to alarm them – I’m sure most of the staff are completely honest and are not involved in this issue at all. However, somehow the criminals involved have obtained many of our clothing designs before our latest ranges are introduced as well as large quantities of the materials we use to produce our goods. Some of our production machinery has been stolen also. All this makes copying and faking our goods so much easier.

You’d better stress to staff that it is in everyone’s interest to co-operate with the police. This counterfeiting business is costing us a fortune and you can hint that we might have to make some staff redundant if we don’t resolve it.”

Write a memo to everyone. Say briefly what has happened as not everyone will have heard the news. Stress how important it is to co-operate with the police and say why. Make it clear that we’ll all be keeping a close watch on everyone now, and anyone found helping the counterfeiters in any way will be severely dealt with.”

Task

Write the memo to be sent to all members of staff at Cottontail under your own name.

(25 marks)



SERIES 3 EXAMINATION 2002

ENGLISH FOR BUSINESS

LEVEL 3

(Code No: 3041)

TUESDAY 18 JUNE

Instructions to Candidates

- (a) The time allowed for this examination is 3 hours.*
 - (b) Answer **all 4** questions.*
 - (c) All questions carry equal marks.*
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QUESTION 1

You are employed by BRB Products, a manufacturer of metal goods in your area. You work as an assistant to the Sales Manager, Mr Uwe Dietrich, and this morning Mr Dietrich says to you:

“You know we are starting our re-building programme in the autumn. Well, the office block refurbishment has been brought forward to week commencing Monday 12 August. This means that I’ll have to vacate my office during the week and I’ll be based in Room 53 in Block K, over the other side of the site. I’ve cancelled some of my meetings for this week and I’ve managed to re-arrange all my other appointments apart from the visit of that person from, er ... I can’t remember whether he is from Uruguay or Paraguay, but he has arranged to see me during the week – some time on Thursday, I think, or is it?

“Would you please check the details and send him a letter to confirm the appointment? Emphasise that I’ll now meet him in Block K. If he takes a taxi to the main entrance, as I suggested, he will have to walk half a kilometre across what will be a building site at that time, to get to my temporary office.

“Oh yes! You’d better let him know that I’ve booked him a room for a couple of days at the Grand Gardens Hotel. Don’t tell him, for goodness sake, but this is not as good as the Crescent Tower Hotel where I had hoped he would stay but which is fully booked. Just tell him the name of the new hotel.

“There’s another complication. I’ve just realised that he had hoped to visit our new automated production line in Block C. I’m afraid this won’t be allowed now. As Block C is being rebuilt, it will be closed to all but the builder’s staff.

“You’d better be as apologetic as you can. These things are all beyond our control, but we are still not doing what we promised. There’s little point in looking for an alternative date as I know he has only a limited time in the area.

“However, let him know how much we’re looking forward to seeing him and how much we hope we can do business – you know the sort of thing to say. And you’d better send him one of the maps showing the location of the factory and the hotel. Send him one of our glossy new brochures as well; he deserves some consideration. Send the letter under your signature, please.”

You check Mr Dietrich’s diary and find that Mr Alfred Etcheverrigaray is to visit Mr Dietrich on Wednesday 14 August at 1030. He is the Purchasing Manager of Barancos Stores and the company’s address is Rambla Armenia 2717 / 002, Montevideo 11306, Uruguay.

Task

Write the letter as instructed. You can assume your company’s headed paper is used and the map and brochure are available for enclosure.

(25 marks)

QUESTION 2

Situation

You work for a multi-national telecommunications company, which has branches in many countries in the world. The company has a highly-skilled workforce and is finding it increasingly difficult to attract suitably qualified and experienced staff.

The company's Human Resources Manager, Mr Cassius Mtengwa, has recently attended a conference which explained the possibility of employing older people, even those who are beyond the normal retirement age.

Mr Mtengwa has given you the notes he made at the conference and you have carried out some more research with a view to producing a **report** on the subject.

Notes from the conference – employing older people

Aim of the conference – to build awareness of the issue and key actions to be taken. The main point to emerge is that the world's population is ageing – fewer people are being born and, world-wide, people are living longer. There are great skill shortages amongst young people, so it is not economically viable to allow older people to be inactive.

Some issues are still to be resolved – the older segment of the population generally does not re-train. No reason why this should be the case.

Older people are much fitter now – no need to retire early – longer life expectancy – many prefer to keep working. If all older people do not work – great burden on decreasing numbers of younger people to support them.

Our company should investigate this further.

From: Interview with the Principal of the local college

“It is a myth that older people cannot be given further training or are incapable of learning new ideas. Some of our better students have been “mature” students. They have more experience of life and are often much more motivated to learn. Many older people are already highly skilled and even those who require to have their skills updated can usually achieve this very easily.

“Of course, we have some excellent younger students also, but sometimes those people have more distractions in their lives and they don't always perform as well as older students.”

Statistics (from United Nations sources)

Globally, number of people over 65 will grow by nearly 60% from 2002 to 2042. World population growth generally will be 5.5%.

In 2002, 23% of the world's population is aged 20-34. By 2010 this will have dropped to 15%. From 2002 to 2022 the number of people world-wide under age 18 will drop by 10% whilst the numbers of those over 85 will rise by 54%.

QUESTION 2 CONTINUED

From: Interview with Human Resources Manager of another major international telecommunications company.

“We changed our policy to one of positively discriminating in favour of older people some 5 years ago and it has proved to be very successful. Older people have greater experience, are often more tolerant and, perhaps surprisingly, take less time off work due to illness than younger people. Remember, older people usually have families who are grown up so they often prefer to go to work, particularly if this enables them to earn more money much later in life.”

Write the report as requested. You should summarise the main issues concerned, and make any appropriate recommendations.

(25 marks)

QUESTION 3

Situation

You are employed by the Nemesis Publishing Company, a major publisher of a wide range of books – fiction and non-fiction. The company publishes a large number of novels by new, young writers.

You are aware that books can now be published electronically and can be accessed through the Internet. Nemesis Publishing has not been involved in this but now that this form of publishing is becoming more popular, you have been asked to investigate how electronic or *e-publishing* works and whether it is worth considering as a future project.

You have received a leaflet from a company which specialises in e-publishing and you have also written to a well-known novelist, who is a close friend. Her recent books have been published electronically.

An extract from the leaflet follows:

JOIN THE ON-LINE REVOLUTION

Are you still using books made of paper? Then make the most of it. Paper books will soon be consigned to museums. Why? Because why should we use valuable paper (made from wood)? Let's save trees and protect our environment. Why waste time and resources printing and physically distributing books when all we need is to send the books down-line to each reader?

Of course, not all readers want to sit at their personal computers reading books on a screen. But this is now not necessary. All you need to do is to buy an e-book reader. We produce one with a screen about the same size as a paperback book, and a memory that will hold up to 10 novels for less than US \$200.

All the reader needs to do is to visit our website, choose a title, enter credit card details and download the book to the personal computer or e-book reader. We have a system to encrypt the files containing the book and we pass the code to our customers.

But please, hold on to your printed books. Your grandchildren will be greatly amused in years to come when you tell them how you used this primitive system!

QUESTION 3 CONTINUED

Extract from a letter from Marcia Chiesa, a well-published novelist

Thanks for your letter. Yes, you are correct. My last 3 novels have been published electronically, but these are still the exception. Publishers seem reluctant to admit how many electronic books are available but my publisher tells me there are about 12,000 such books available world-wide. If you try to imagine how many millions of titles there are in print, you don't have to be a mathematical genius to estimate the proportion available as e-literature.

But things are changing. Some of the biggest international publishers are talking of publishing 10,000 titles per year within the next few years and some libraries are starting to use the technology to protect fragile or very valuable books. These cannot be lent out in their original form, but published as e-books they can become much more accessible.

There are further very promising signs. One of the most famous novelists in the world, Stephen King, experimented by producing a novel in instalments on the Internet, and there is also an annual prize – the \$10,000 Frankfurt e-book prize award for the best new e-book of the year.

I hate to admit this, but as a reader I'm not yet fully convinced by e-books. Like many book collectors, I love to see my shelves groaning with the weight of books. Storing them in a computer memory is not the same. And my e-book reader is not such an amiable companion when I am travelling or when I'm in bed. Publishers might find it difficult to persuade readers to dispense with traditional books – unless e-books can be made much cheaper.

Task

Using the information above, answer the following questions in your own words as far as possible to show your understanding of the implications for publishers of the introduction of e-books.

- (a) Describe electronic publishing (e-publishing) in your own words. (4 marks)
- (b) How does traditional publishing harm the environment? (2 marks)
- (c) What is the main advantage of e-publishing in the distribution of books? (2 marks)
- (d) What is an e-book reader? (3 marks)
- (e) How far have e-published books penetrated the book market? (3 marks)
- (f) How could museums and libraries make good use of e-publishing? (3 marks)
- (g) Under what circumstances does Marcia Chiesa prefer a traditional book to one published electronically? (3 marks)
- (h) Imagine that you work for a book publisher in your country. Give your views on the factors that would influence you in recommending that the company should start to use e-publishing in your country. (5 marks)

(Total 25 marks)

QUESTION 4

Situation

You are employed by Sureway Industries, a company that provides a wide range of goods to shops in your country. The company employs a large team of sales representatives who visit shops to persuade them to stock Sureway Industries' products. Many of the salespersons have been employed for some time and because complaints have been received, the company's management feels it would be helpful for them to be reminded of how to prepare themselves for a meeting with the shops' staff.

You have listed the main complaints about the sales representatives and you decide to convert these into a **memo** giving a series of "bullet" or numbered points as *direct instructions* to the staff. The memo must be concise as sales staff are very busy and would not wish to read lengthy memos.

Complaints about sales representatives

The worst problem is punctuality. Shop staff hate to be kept waiting and feel it is very important that appointments are kept at the time arranged.

Shop staff prefer to meet representatives who are of smart appearance. They expect them to be well dressed and to have taken some trouble with their appearance. Shop staff complain that sometimes representatives are not fully prepared. Samples are not always to hand and representatives have to search for notes or leaflets.

Shop staff expect representatives to ask questions about their needs and to pay attention to their responses. They do not expect representatives to do all of the talking.

Shop staff like to trust representatives. They expect them to be honest and to look trustworthy. They like representatives to look them straight in the eye and address them by name.

Shop staff prefer representatives to be concise and not to take up too much time. They appreciate a limited amount of polite general conversation but do not want this to take up too much time.

Task

Write the memo to all sales representatives, converting these issues into a list of precise instructions. You should bear in mind that some sales staff are very experienced and you should not accuse all staff of committing all the errors listed.

(25 marks)



SERIES 4 EXAMINATION 2002

ENGLISH FOR BUSINESS

LEVEL 3

(Code No: 3041)

FRIDAY 22 NOVEMBER

Instructions to Candidates

- (a) The time allowed for this examination is 3 hours.*
 - (b) Answer **all 4** questions.*
 - (c) All questions carry equal marks.*
 - (d) All answers must be clearly and correctly numbered but need not be in numerical order.*
 - (e) While formal accuracy is expected, adequate and appropriate communication is essential and candidates must judge the length of their answers in this light.*
 - (f) When you finish, check your work carefully.*
 - (g) The use of standard English dictionaries and cordless non-programmable calculators is permitted. Candidates whose first language is not English may use a bilingual dictionary.*
-

QUESTION 1

You are employed by CWP Products, a large manufacturing company. You work as an administrator in the Design Department; the manager of this department is Mr Louis Gonzalez.

The company recently held interviews for the post of assistant manager in the Design Department and a woman called Sylvia Kupfyi was appointed. The interviews and the appointments procedure are the responsibility of the company's Human Resources Department.

Today, Mr Gonzalez says to you:

"The new assistant manger, Ms Kupfyi, is going to start work with us next week. She is particularly well qualified and she has worked for some of the most successful companies in the world. But I must say, she was not the only good candidate for the job. There were some other extremely capable people. In fact, I would have liked to employ more than one person, but there was only one vacancy.

"By now the Human Resources Department will have written to all the unsuccessful candidates, but they usually send the standard letter to say 'sorry but you didn't get the job'. However, there was one unsuccessful candidate in particular that I think I should write to personally because he was very good. I'd like to stress to him that we were very impressed by him and we thought his design portfolio was very professional. I think his name was something like Anderson – Paul Anderson I believe.

"Would you please draft a letter to this young man? I've got to go to the Managers' Meeting this morning but I'll sign it when I get back. You can get the full name and address from Human Resources. You could mention that the company regularly appoints new staff and you can encourage him to apply again if there's another vacancy. In fact, there could be a vacancy next month when Benedict retires, but you had better not mention anything specific like this – keep it general. Thanks a lot."

Human Resources tell you that the person Mr Gonzalez was talking about was Mr Peter Andrews and his address is 53, Mandela Avenue, Bridgeville.

Task

Write an appropriate letter for Mr Gonzalez's signature.

You can assume the company's headed notepaper is used.

(25 marks)

QUESTION 2

Situation

You are employed by the Grand Hotel, a long established, high prestige city-centre hotel in your area. The hotel was traditionally the most exclusive and expensive hotel in the area, but in recent years it has suffered intense competition from more modern luxury hotels in extensive grounds out of town. The hotel's room occupancy rate and restaurant bookings have been falling for a number of years, and unless drastic action is taken the hotel could face major financial difficulties.

The hotel manager, Mr Cornelius Voltemand, is now making plans to re-position the hotel in the market. He has undertaken a survey of the costs of the hotel and believes that the hotel can offer a less exclusive service at a lower price.

The hotel is now about to launch an advertising campaign to promote a new image but it needs to know exactly what its current image is before it can do this. Some research has been carried out in the area and the findings are printed below.

Mr Voltemand has asked you to put together a report summarising the main findings of the research and making recommendations on which aspects of the image are to be changed when the hotel is relaunched as a mid-market rather than an up-market establishment.

Room occupancy (average % of rooms occupied)

1997 – 67%

1998 – 59%

1999 – 55%

2000 – 48%

2001 – 41%

(NB – the hotel breaks even at 40% occupancy)

Average length of stay by guests

1997 – 10 days

1998 – 9 days

1999 – 7 days

2000 – 4 days

2001 – 4 days

Views of guests

All hotel guests in the last 6 months were asked the following questions. The responses were as follows:

- Are you staying for business or pleasure? *Business 88%, Pleasure 10%, Both 2%*
- Why did you choose this hotel? (main reason) *Location 89%, Facilities 6%, Value for Money 3%, Other 2%*
- Would you come again? *Yes 58%, No 40%, Don't Know 2%*
- How would you describe the comfort of the hotel? *Good 67%, Fair 24%, Poor 9%*
- How would you describe the facilities of the hotel? *Good 18%, Fair 37%, Poor 45%*
- How would you describe the service of the hotel? *Good 58%, Fair 23%, Poor 19%*

A Selection of comments from guests:

"It's still a very pleasant place, but a bit old fashioned. There's not much in terms of facilities (eg games room, children's room etc)."

"I enjoyed my stay, but I will probably go to one of the out-of-town places next time – they offer more and they are more up-to-date."

"There seem to be very few young guests. It seems to cater for older people."

"I like it. It's old fashioned and starting to look a little shabby in places, but it's nice that it doesn't change."

QUESTION 2 CONTINUED

Task

Write a report as requested by Mr Voltemand. You should comment on the current usage of the hotel and highlight the image the hotel currently enjoys. You should make recommendations on aspects of the image and the facilities of the hotel which should be changed in order to relaunch itself as a modern, mid-market hotel.

(25 marks)

QUESTION 3

Situation

You work for a small company in your area. Like many small companies, yours has suffered from problems over *cash flow* in recent years. Cash flow refers to the money coming into and going out of the company; very often, the money does not come in promptly and regularly, so the company cannot meet its own financial commitments or pay its bills.

Many of your company's customers seem reluctant to pay what they owe promptly, and some commercial customers have even become bankrupt before they have paid their bills.

To assist staff understanding of this problem, you recently attended a seminar, where a *ten point plan of cash flow solutions* was presented. You made full notes of this plan (see below) so you can answer the main questions about cash flow which your colleagues may ask you.

Ten Point Plan to solve cash flow problems

- 1 **Attitude.** *Don't be embarrassed about discussing money with customers. If you are owed money, you have the right to ask to be paid on time.*
- 2 **Records.** *Keep records of everything – letters, even phone calls. You might need these if you have to take further action (eg going to court).*
- 3 **Check customers.** *If you get new customers, check them out before you let them run up large bills. Make sure they are honest and credit-worthy.*
- 4 **Make credit terms clear.** *Ensure all customers know the credit terms (ie when they have to pay the bills) so they do not go beyond the terms without knowing it.*
- 5 **Send out invoices on time.** *If you don't send out your bills to customers on time, you can't expect them to be paid on time. Make sure the invoices go out on time and to the right people – mistakes mean delays.*
- 6 **Reward prompt payment.** *It is often cost-effective to offer a small discount for prompt payment of bills. It is often better to receive a marginally smaller amount more promptly than a larger amount later, as "cash in hand" is very important for a business.*
- 7 **Reduce your credit period.** *Make sure you are not over-generous in giving your customers too much time to pay up. However, you might run the risk of losing customers so check on what your competitors offer.*
- 8 **Use the law.** *Don't be afraid to use the law to recover seriously bad debts. Often the threat of legal action is all that is needed but you might occasionally have to resort to legal action. This will demonstrate to your debtors that you are serious.*
- 9 **Prioritise.** *Make it a priority to pursue your biggest customers. Accept that for small debts it might be costly to recover them, but your biggest customers have the biggest impact on your business.*
- 10 **REVIEW! REVIEW! REVIEW!**
Constantly review your procedures, whether they are for credit checking, for sending out invoices for fixing credit terms, or anything else that affects your cash in-flows.

QUESTION 3 CONTINUED

Task

Answer the following questions in your own words as far as possible to show understanding of the information given.

- (a) Explain what is meant by the term “cash flow”. (3 marks)
- (b) What does the first point of the Ten Point Plan suggest is wrong with the attitude of companies towards those who owe them money? (2 marks)
- (c) Why is it important to retain records of contacts with customers? (2 marks)
- (d) What problem could arise if customers do not know the company’s credit terms? (2 marks)
- (e) Why is it important that companies do not delay in sending out invoices? (2 marks)
- (f) Why is it cost-effective to offer a discount on bills when this means you actually receive less money? (3 marks)
- (g) What is the main advantage and the main disadvantage in reducing a credit period? (2 marks)
- (h) Should companies pursue equally all customers who owe money? (3 marks)
- (i) What often happens after companies threaten legal action to recover debts? (3 marks)
- (j) Which point on the Ten Point Plan is given most emphasis? (3 marks)

(Total 25 marks)

QUESTION 4

Situation

You work as manager of the Administration Section of Eagle Manufacturing, a large company based in the city of Metroville. Recently the following article appeared in a newspaper:

FOOD SCARE AT MANUFACTURERS

Doctors in Metroville are baffled as to why a large number of staff from Eagle Manufacturing, a major manufacturing company in Metroville, have been taken ill with an apparent allergy to peanuts or peanut products. Although the medical world is aware of this potentially fatal allergy, it is unusual for so many cases to be reported from one source. The latest person to be taken ill, a 27-year-old factory worker, is in a satisfactory condition in Metroville Central Hospital, and at least 5 other cases have been reported at the company.

This morning, the company’s Managing Director, Mr Alan Touquet, calls a meeting of all section managers, including yourself, and says to you:

“I have to say that I’m extremely angry about what has appeared in the newspaper. It gives the impression that somehow we’re at fault or the factory is not safe, which is nonsense. We are contacting the newspaper, but technically they have said nothing that is incorrect; it’s what they have not said which creates the wrong impression.

QUESTION 4 CONTINUED

“It is true that one member of our staff is in hospital but he is not seriously ill; in fact he is making a full recovery and is being released tomorrow. And the 5 other cases mentioned have been over 3 years! We employ 1,700 people, so you can see the small percentage of staff who have been affected.

“The most important thing is that this peanut allergy is not infectious or in any way the fault of the company. It would seem that some people are simply allergic to peanuts or anything containing any peanut product and eating this will make them ill. The company’s doctor says that perhaps one in two hundred people has this allergy, probably in a very mild form. In fact, the doctor has prepared a brief note about the condition, which I’ll give you.

“I’d like you to send a personal memo to each of your staff to explain the position. You can tell them that we have checked all the products made in our staff restaurant and anything containing peanuts is clearly marked. In fact, our doctor thinks that a food manufacturer or restaurant in Metroville may be using peanut oil in one of its products without telling anyone about it.

“Please try to reassure the staff, but let them know about the symptoms. If anyone is taken ill, they should contact the company doctor or their own doctor, of course, but it is not usually very serious. Thank you.”

The note from the doctor is as follows:

Peanut Allergy

Some people are allergic to peanuts or peanut products. In fact it is estimated that one in 200 people has the allergy in a mild form, usually without knowing it. For a small number of people, the allergy is serious. Most people with this problem know about it and if they avoid eating peanuts they are fine. The problem is that peanut products are often found in sauces, cakes, cereals and various prepared dishes which have not been properly labelled. There is a law that all products with peanuts must be labelled, but this is not always clear.

People who have the allergy suffer from a tingling sensation in the mouth and a swelling in the throat. Sometimes there can be abdominal pain and vomiting. In very rare cases, sufferers can go into anaphylactic shock which leads to breathing difficulties. In very extreme cases this can lead to a full collapse, brain damage or death, but I must stress that these cases are extremely rare and no such case has been recorded in Metroville.

Task

Write a memo for distribution to all the staff in your section. A suitable memo is likely to be about 200-300 words in length.

(25 marks)