

## Mini test

16 April 2008

**A. Writing (40 points)**

Choose **one** of the jobs overleaf and write the application letter that would accompany your CV. Assume that the application letter would be sent by e-mail. Do not invent skills or qualifications that you do not have.

Your letter will be marked on relevance of content, range and appropriacy of vocabulary and structures, and grammatical accuracy.

**B. Vocabulary (5 points)**

The following sentences were taken from the business section in recent editions of *The Guardian*. Complete the sentences with an appropriate word or expression. You may have to conjugate a verb or add a preposition. A synonym and the first letter have been given to help you.

1. Google is planning to allow any online advertiser to bid for trademarked names on its UK and Irish search sites, in a move that has been attacked by digital media agencies as a cynical attempt to raise r..... that could ultimately confuse consumers. (money that the company receives from people)
2. Moving call centres offshore or selling more goods over the internet are modern business practices that not only reduce o..... but can also often reduce a company's taxes. (regular and essential expenses)
3. In a nutshell that means the company picks up the income tax liabilities a CEO faces on his p....., and sometimes even his pay. (special benefits given in addition to the salary)
4. The auditors highlighted concerns that the company's total l..... exceeded its total assets by £532,000. (sums of money a company owes)
5. The battle has proven a public relations catastrophe for the company, long pilloried for its anti-union policies, insensitive p..... management and paltry employee benefits. (people who work for the organisation)

**C. Reading comprehension (15 points)**

Mark the statements TRUE or FALSE according to the information in the text on page 3: *Google will make recruits less frugal with the truth*. The text, by Lucy Kellaway, was originally published in *The Financial Times*, 18 June 2007.

1. Lucy Kellaway considers it essential for interviewees to Google potential employers before attending an interview.
2. Lucy Kellaway implies that if she were younger, it would be possible to find embarrassing stories or pictures about her on the internet.
3. Experts all advise companies not to hire someone with an embarrassing past because it could detract from the company image.
4. Kellaway is positive about the effects of mass Googling for both employers and for candidates.
5. It is common for a company to confront a prospective employee about an embarrassing event in their past that they found out about through the internet.
6. In the 1990s, the Clinton administration found it hard to find suitable applicants to fill the positions available.
7. Kellaway believes reluctance to hire people who have publicized the fact that they have done wild things will not disappear.
8. One of the positive outcomes of the internet is that people will have to tell truth because if they don't, someone will reveal it anyway.
9. Before an interview it is important to Google yourself because the prospective employer will have done so.

What do the following words (in bold in the text) refer to?

10. it
11. his image
12. this
13. this
14. such employers
15. they

Job: International Event Manager -Training Events £22-23k, REAL RECRUITMENT LIMITED  
 Employer: REAL RECRUITMENT LIMITED  
 Posted: 25 Mar 2008  
 Reference: SHCeventmanager  
 Contact: Samme Vickers  
 Location: Greater London - Central London  
 Industry: Marketing & PR - B2B, Marketing & PR - Conference and events, Marketing & PR - General, Secretarial - PA  
 Contract: Permanent  
 Hours: Full Time  
 Salary: £22000 - £23000 per annum + Profit Share



International Event Manager -Training Events Salary £22,000-23,000 + Profit Share + International Events  
 Do you have 1-2 years conference organising experience?  
 Are you fluent in French/Spanish/Arabic or Portuguese?  
 Would you like to develop your international events career?  
 Our client specialises in summits, conferences and training courses within the oil, gas, power, water and telecom sectors, Their training events are held in London, Europe, Asia, Africa and the Middle East. These events are key training courses for senior international oil, gas and power industry executives.  
 They are currently seeking an Event Manager to join this growing and sociable division. If you are currently working within the conference or events sector and feel that you are ready for the next step up, this could be the perfect role for you. Working alongside the Senior Event Manager, you will quickly learn the ropes and be in a position to work independently on your own set of events before the end of the year.  
 If you take pride in the quality of events you organise and would like to work for a company that rewards growth, this could be the ideal role for you.  
 A second language is essential for this position as it is a logistical and client facing role. This is a rare opportunity to join a leading international events team so please send your CV and salary expectations.  
 Only successful candidates will be contacted.

[Apply online now](#) Job Reference: BB 29321 Posted: 04 April 2008



Job Title: Clerk  
 Salary: £17500- £18000

International Bank located in the City requires a Clerk to assist in the Accounts Department. Exciting opportunity for a candidate with basic accounting skills and fluency in Portuguese.

The Role: As Clerk you will provide a high level of general administrative support within the Accounts department. You will maintain the department's filing and archive system (computer, paper and microfilm), prepare invoices, dispatch external requests for information and process microfilming. You will maintain the inbox and undertake general correspondence, distribute accounting proofs and input data onto the computer system. This is an extremely varied role, and other responsibilities include performing daily Accounts Area tasks, control of daily suspense accounts and undertaking ad hoc administrative tasks as required.

Skills/ Requirements: My client requires an administrator with good basic accounting skill and fluency in Portuguese. It is vital you have advanced MS Excel skills and are aware of basic accounting procedures, such as invoicing, reconciliation and Accounts Area tasks. The ideal candidate will have good information management skills, excellent communication and organisation skills and a results- orientated approach. Teamwork skills are essential, as is solid, demonstrable experience within an accounts department.

The Company: Leading international bank, located in the City of London.

We are acting as a Recruitment Business in relation to this role.

Contact Name

Michelle Singh

Contact email

[Michelle.Singh.39330.729@huntress.aplitrak.com](mailto:Michelle.Singh.39330.729@huntress.aplitrak.com)

Contact tel.

020 7600 6006

Location

London

Salary

£17500 - £18000 per annum

## Google will make recruits less frugal with the truth

By Lucy Kellaway, FT.com site

Published: Jun 17, 2007

The interviewer leant across the table. "Didn't you Google Sir Alan?" he asked, incredulously.

Tre Azam, the impudent, long-faced candidate on *The Apprentice*, the popular BBC television show adapted from the US version fronted by Donald Trump, suddenly looked defeated.

"No, I didn't," he admitted. "Not as such."

Over 11 episodes Tre had succeeded at tasks including selling sexy photographs of fish and designing products for dogs, but on Week 11 he failed the most basic rule of job interviews and was fired from the programme.

In reality, as well as on reality television, Googling has become such a commonplace part of hiring (and firing) that anyone who doesn't do it is either complacent, foolish or both. Keen candidates not only Google the prospective employer but they also Google themselves, to see what the other side will have unearthed.

All this Googling can be a time-consuming and unrewarding business. I've just Googled Sir Alan and found out many things I knew already. I've waded through scores of averagely diverting blogs and discovered nothing much. The only revelation was that for just \$71 you can buy a desk toy in **his image** that says at the touch of a button: "You're fired." I've also Googled myself, which was more disheartening. I found a few links to past articles and some biographical details. There were disappointingly few mentions of me on other people's blogs, but **this** may have been just as well. "Lucy Kellaway fundamentally doesn't understand human relationships," said one, and another: "I hate Lucy Kellaway with a wild, unholy passion (as would anyone who had read her horrible, horrible novel *Who Moved My Blackberry?*). " In neither investigation did I stumble on any embarrassing secrets. I can't speak for Sir Alan, but in my case that may be because I committed most of my misdemeanours before the internet was invented.

For almost everyone under 25 **this** isn't the case. The internet is riddled with steamy details of their sex lives, drug habits, political views and so on. Students may love sharing secrets now; the question is whether they will want to be quite so open with future employers. In the latest Harvard Business Review there is a case study of a 30-year-old American woman interviewed for a job opening a store in China. She seems just the thing, until someone in human resources Googles her, and finds she was involved in protests against the World Trade Organisation and against China's record on human rights eight years earlier. Should she still be hired? Four experts were asked by HBR. Two said yes, two said no.

It is tempting to conclude that mass Googling has made things worse for everyone in the job market. For employees it means no privacy and no escape from the embarrassments of the past. For employers it means worrying not just about their own reputations but about the reputation of every person they hire. Worst of all, it means the wrong people get the jobs. Suppose a company finds something dodgy on the internet about a candidate. The obvious thing would be to confront them about it in an interview. Few companies dare do this for fear of being sued for discrimination. Instead, they say no thanks and hire someone who looks cleaner. This risk-averse policy is a shame: people with colourful pasts may turn out to be profitably colourful employees.

Such caution cannot last. Soon the teenagers who are blogging in their millions about their drunken exploits will join the job market and companies refusing to take them will find it hard to find any recruits at all. **Such employers** would be putting themselves in a similar situation to the Clinton administration in the 1990s when all job candidates were vetoed for having an illegal nanny or for having inhaled. Eventually companies will calm down because they will have no choice. In a decade most new hires will have something embarrassing about them on the web, but so too will the new generation of HR managers. In 20 years' time there will even be pictures of CEOs as teenagers drunk and half-naked dancing on tables posted on the internet for anyone to see. In this new world-without-secrets there will be grounds for cheer. It will be much harder to lie about yourself. Take last week's story of Patrick Imbardelli. He resigned as a senior director of Intercontinental Hotels Group after it turned out he didn't have the degrees he claimed to have. When everyone looks up everyone's CV, fantasy qualifications will be hard to sustain. There will always be a witness to the lie who will post something on the internet saying: "Actually, I graduated that year at that college - you weren't there."

A more unexpected effect of mass Googling is that it could make executives' private lives more private than **they** are now. Any chief executive who has a gay lover or irregular sex life is currently treated to a wave of mock shock when such details come out. When we can see photos of almost everyone misbehaving in the past we'll stop the pretend outrage over the present. The only people who will make us wonder will be another category of deviants: those that appear to be spotlessly clean.

## Mini test Answers

16 April 2008

**B**

1. Google is planning to allow any online advertiser to bid for trademarked names on its UK and Irish search sites, in a move that has been attacked by digital media agencies as a cynical attempt to raise **revenues** that could ultimately confuse consumers
2. Moving call centres offshore or selling more goods over the internet are modern business practices that not only reduce **overheads** but can also often reduce a company's taxes.
3. In a nutshell that means the company picks up the income tax liabilities a CEO faces on his **perks**, and sometimes even his pay
4. The auditors highlighted concerns that the company's total **liabilities** exceeded its total assets by £532,000.
5. The battle has proven a public relations catastrophe for the company, long pilloried for its anti-union policies, insensitive **personnel** management and paltry employee benefits.

**C**

1. True
2. True
3. False
4. True
5. False
6. True
7. False
8. True
9. True
10. Google the prospective employer
11. Sir Alan's image
12. the fact that there were few mentions of Lucy Kellaway on other people's blogs
13. that they committed most of their misdemeanours before the internet was invented
14. Companies refusing to take recruits who blogged about their drunken exploits as teenagers
15. executives' private lives

## Mini test

20 April 2007

**A. Writing** (40 points)

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**B. Vocabulary** (5 points)

The following sentences were taken from the business section in recent editions of *The Guardian*. Complete the sentences with an appropriate word or expression. You may have to conjugate a verb or add a preposition. A definition and the first letter have been given to help you.

- Two representatives from Unity are to join the Moss Bros board as n... d... and their presence in the boardroom would "bring a wealth of retail experience", Mr Mountford said. (people outside the company who sit on the board as advisors only)
- Executives have said in the past that companies would gear up to meet an order in terms of skills and other resources, only to have to l... personnel with key skills once the contract was over. (sack, fire)
- The Work Foundation's report on the industry yesterday shows that life for e... can get markedly worse after a private-equity takeover. (workers)
- He said the prison was "progressing well" and called s... t... extremely thorough. (teaching the personnel the skills necessary for the job)
- Irwin Bidgood, who has died of a heart attack aged 55, was a major contributor to an initiative by the Employers' Forum on Disability (EFD) developing a model for successful recruitment and i... of disabled people. (initial teaching of roles and tasks etc when entering a new job)

**C. Reading comprehension** (15 points)

Mark the statements TRUE or FALSE according to the information in the text on page 3: *What it means to work here*. The text was originally published in *The Harvard Business Review*, March 2007.

- Companies that successfully create and communicate signature experiences understand that different types of people will excel at different companies and that not all workers want the same things.
- Using signature experiences in recruitment can reduce staff turnover.
- At the beginning of their research, the writers believed that there was a set of common practices that successful companies used to encourage motivation.
- Talented personnel paid above average wages are more committed and enthusiastic.
- In recruitment, the purpose of a signature experience is to let candidates find out if they would be happy working in the firm.
- A candidate's initial motivation for a job depends mainly on the benefits offered.
- A company can encourage committed workers by imitating another similar company's best practices in signature experiences.
- A worker's long term motivation depends mainly on their salary and benefits.
- Businesses who hire workers that do not clash with their work ethos spend unnecessary money on recruitment because the workers do not stay.
- A signature experience derives from the company's values and leadership.

What do the underlined expressions in the text refer to?

- this strategy;
- those;
- These examples;
- Such people;
- they.

**A. Writing****1. ASSISTANT MANAGER-LONDON RESTAURANT-18K-22K+BONUS**

Organisation:

Location: Central London

Salary: £18000 - £22000 per annum + competitive bonus scheme & incentive program

Date posted: 17 Apr 2007

Closing date: 24 Apr 2007

**About Our Client**

Our client is the largest privately owned group of Latin American Restaurants in the UK. Their restaurants produce dishes that date back to the 16th Century, a fusion of Latin American Indian, Spanish, Portuguese and African influences. They have created an escape, where you can have fun and enjoy the fresh concoctions and just live the Latin life.

**The Opportunity**

As an Assistant Manager you will have at least 2 years experience within a branded, high volume restaurant group. You will have a big personality and be able to lead your team & think quickly off your feet. Also be proactive in recognising talent amongst your team.

You will have excellent planning and organisational skills, as well as be able to be clear and concise, communicative and mature in your approach.

**The Reward**

Not only will you be excited to apart of this progressive company, they will invest valuable time to develop your leadership skill.

You will receive 18k-22k basic salary plus 3k bonuses.

Lister Charles Recruitment

Email your CV and application letter to: [nisha@lister-charles.co.uk](mailto:nisha@lister-charles.co.uk)

For further info call 0870 350 3223

Your Application will be sent to Nisha Ali

**2.****Graduate Sales Training Prog + Fre \ Ital \ Spa \ Ger \ Jap**

Location: Central London

Salary: £25K + Bonus + Bens

Date posted: 11 Apr 2007

Closing date: 11 May 2007

EXPERIENCE LEVEL: Entry Level

DESCRIPTION:

Bloomberg L.P., the leading global provider of data, news and analytics, is looking for individuals who have an interest in a career leading to financial sales. Starting with a role in our Global Customer Support group, you will gain comprehensive knowledge of the inner-workings of Bloomberg while undergoing intensive product training. You will provide support to our clients globally while utilizing your language skills on a daily basis. Next, working in our Analytics program you will become an expert on the Bloomberg terminal while supporting client inquiries in multiple languages. This intensive training program will prepare you for a future role in sales.

REQUIREMENTS:

- Fluency in Japanese, Italian, German, French, Portuguese or Spanish is desirable (English is essential);
- Excellent verbal and written communication skills;
- Multi-tasking skills and ability to work well under pressure;
- Strong problem solving skills;
- Ability to be a team player;
- Interest in the Financial Markets.

Applications are welcome from non-graduates with equivalent experience.

PLEASE SUBMIT YOUR APPLICATION IN ENGLISH

## C. What it means to work here

Tamara J. Erickson and Lynda Gratton

It's the HR equivalent of keeping up with the Joneses: In their quest to find and retain top talent, businesses often try to match competitors' offers, ensuring that their compensation schemes, health care benefits, training programs and other talent-management practices are in line with the rest of the industry's. While this strategy may be useful for bringing job candidates to the door, it's not necessarily the most effective way to usher the right people across the threshold – great employees who will be enthusiastic about their work and fiercely loyal to the organisation and its mission.

Nor does marching in lockstep with industry standards prompt companies to consider what's unique about their histories and values or potential employees' attitudes about work. Certainly, reasonable pay and a breadth of health care options matter to prospective hire, as do the tasks they'll have to perform. But people also choose jobs – and, more important, become engaged with their work – on the basis of how well their preferences and aspirations mesh with those of the organization.

Imagine yours is one of three job offers a talented candidate is mulling over. She hears a little about the orientation program at each firm. At your company, the first three months are probationary: As a new hire, the candidate would work closely with an assigned team and when 90 days are up, the team members would vote on whether she stays or goes. Management won't have the final say. At the second company, the candidate would work on a series of fast-paced, creative projects during her first three months, under the close scrutiny of senior management. At the end of that period, she'd be expected to find a project that matched her skills. In the third company, the new hire would undergo intensive training during the first three months, learning the organization's well-defined ways of doing business; after that, she would apprentice for an extended period with one of the firm's strongest performers.

None of these orientation experiences is inherently better than the others; the prospect will pick the company whose entry program most closely reflects her own values and preferences. If she loves risk and can put up with ambiguity, she might relish the challenges and the pace of the second company but would probably be miserable with the constraints of the third. If she enjoys collaborative work, she might gravitate toward your company.

These examples underscore the importance of employee preferences in the war for talent. Unfortunately, they are often overlooked. What truly makes good companies great is their ability to attract and retain the right people – employees who are excited by what they're doing and the environment they're operating in. Such people are more likely to be deeply engaged in their work and less likely to chase after slightly better salaries or benefits. They will find ways to satisfy their own preferences and aspirations while meeting the organization's need to come up with creative and productive solutions to business problems. Their commitment becomes contagious, infecting customers and prospective employees. Indeed, engaged employees are the antithesis of hired guns rotating in and out of critical roles – they're productive for the long term.

You won't find and keep such individuals simply by aping other companies' best practices or talent-management moves, however. You need to be able to tell new and prospective hires what it's like to work at your company, to articulate the values and attributes that make working at your firm unique. You need to provide a "signature experience" that tells the right story about your company. In the process, you'll empower the people who share your values and enthusiasm for work to self-select into your firm, thereby creating the foundation for highly productive employee-employer relations.

A signature experience is a visible distinctive element of an organization's overall employee experience. In and of itself, it creates value for the firm, but it also serves as a powerful and constant symbol of the organization's culture and values. The experience is created by a bundle of everyday routines, or signature processes, which are tricky for competitors to imitate precisely because they have evolved in-house and reflect the company's heritage and the leadership's team's ethos.

The concept of signature experiences grew out of organizational research we've conducted during the past five years. Initially, we looked closely at companies with highly engaged employees (as measured by workplace surveys and other tools) and set out to compile a checklist of the common practices these business used to foster enthusiastic, committed, mission-aware employees at all levels. Surprisingly, their approaches to talent management varied greatly. For instance, some firms paid well above the mean while others paid below it. Some boasted highly flexible, self-scheduling work groups; others featured more structured, "all hands on deck" environments. The companies' underlying philosophies about the employer-employee relationship also varied, from paternalistic to hands-off.

The more we looked, the more we realized that the variation in practices was not just noise in the system; it was, in fact, a critical element of the companies' ability to achieve high levels of employee engagement.

**Mini test Answers**

20 April 2007

**B.**

- 1 Two representatives from Unity are to join the Moss Bros board as **non executive directors** and their presence in the boardroom would "bring a wealth of retail experience", Mr Mountford said. (people outside the company who sit on the board as advisors only)
- 2 Executives have said in the past that companies would gear up to meet an order in terms of skills and other resources, only to have to **layoff** personnel with key skills once the contract was over. (sack, fire)
- 3 The Work Foundation's report on the industry yesterday shows that life for **employees** can get markedly worse after a private-equity takeover. (workers)
- 4 He said the prison was "progressing well" and called **staff training** extremely thorough. (teaching the personnel the skills necessary for the job)
- 5 Irwin Bidgood, who has died of a heart attack aged 55, was a major contributor to an initiative by the Employers' Forum on Disability (EFD) developing a model for successful recruitment and **induction** of disabled people. (initial teaching of roles and tasks etc when entering a new job)

**C**

1. True
2. True
3. True
4. False
5. True
6. True
7. False
8. False
9. False
10. True
11. matching competitors' offers with compensation schemes, health care benefits, training programs and other talent-management practices
12. preferences and aspirations
13. the 3 examples of orientation experiences where 1. the candidate spends 3 months on probation working with an assigned team who vote on whether the candidate is hired or not; 2. the candidate works on a series of fast-paced creative projects and has to find a project to match her skills at the end; and 3. the candidate spends 3 months of intensive training then is apprenticed to one of the firm's strongest performers.
14. employees who are excited by what they're doing and the environment they're operating in
15. the everyday routines or signature processes