

Inglês II
Exame Época Normal

8 June 2010

Time allowed: 2 hours

A. Vocabulary (1 point)

The following sentences were taken from *The Guardian*. Complete the sentences with an appropriate word or expression. You will need to conjugate verbs and/or may have to add a preposition. A paraphrase of the meaning and the first letter have been given to help you. (0.2 points each)

1. "The internet means brands can build large businesses on the back of opening a handful of **f..... s.....**," says Hall. (retail outlets that act as a showcase for the image of the company)
4 April 2010
2. They include researchers, communicators, administrators and event managers. They are all on **s.....-t..... c.....**. (agreements to work for a fixed period of time, which are not normally renewed)
5 May 2010
3. Recent research showed that the public sector faced several barriers to innovation: people being risk averse, **h.....** preventing ideas reaching the top, and innovation not being an explicit part of the organisation. (a system of organizing people into different ranks or levels of importance)
11 May 2010
4. Employment for people with fewer than five GCSEs* has fallen by more than 8% since the recession began – far higher than other groups – and the thinktank says Britain's experience is likely to mirror the US, where there is much higher "underemployment" among less educated, lower skilled and lower **i.....** households. (money a person earns as opposed to the money he/she spends)
12 May 2010
5. Cameron says Nick Clegg will be at his side when he **c.....** the new national security council. (is in charge of as at a meeting)
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* GCSEs = General Certificate of Secondary Education, exams usually taken at the end of Year 11 in Britain.

B. Writing (12.5 points)

Consider the four methods of intercultural training described in the text on pages 2 and 3: informative packages; interactive theatre programmes; computer-based tools; and on-the-job training. Which two would be most appropriate for preparing Erasmus students for study in Portugal? Justify your answer.

Write a text in answer to the prompt above (1 - 1½ pages). Your text will be marked on relevance of content, clarity of organisation and flow of information, range and appropriacy of structures, vocabulary and expression, and grammatical accuracy.

C. Reading comprehension (6.5 points)

Read the text on p 2 then choose the best answer on p 3 to complete each statement or question.

Cross-cultural training: Learning to make the most of increasing internationalisation

By Sarah Murray

1 "Xenophobia," said US comedian Dennis Miller, "doesn't benefit anybody, unless you're playing high-stakes Scrabble."

This remark rings particularly true for those in the corporate world. But while companies are aware of the need to address cultural differences in their ever more diverse workforces, not all
5 know the right way to manage those differences.

For many companies, performance in **this area** has worsened rather than improved, says Cari Caldwell, a director of Future Considerations, a London-based consultancy. She argues that in the 1980s, particularly in western Europe, there was a strong focus on cultural preparedness as part of the expatriate packages being given to employees.

10 "With **that** came investment in preparation and expat training, which had a knock-on effect of raising the issue," says Ms Caldwell. "But," she adds, "more recently, investments in that sort of training have decreased, as have the big expat packages and there's a tendency for companies to feel that they've already been through the process."

15 However, the need for cross-cultural training is ever more urgent, as companies' operations, particularly those in Europe, span across an increasing number of nations. Without awareness of cultural distinctions, misunderstandings can arise as a result of, for example, different approaches to negotiation, for which a business can pay heavily. For employees, **this** can bring frustrations because of wasted time resulting from miscommunication or simply by not being properly understood. For the business, this means low morale as well as the missed opportunity to
20 benefit from the different contributions of a diverse group of employees.

Some of the cultural barriers relate to language, even for those that speak the same tongue. Local dialects, accents and colloquialisms all offer potential for misunderstandings. Social norms are another potential stumbling block. Mary Chapman, chief executive of the Chartered Management Institute, cites differences in the way women are treated in the corporate world.
25 "Someone who finds it comfortable operating in one part of the world, might find that they're treated in a very different way in, for example, certain countries in Africa," she says.

Cultural barriers materialise in more subtle forms, too. And it can be difficult to know how to approach those differences in a practical way. "Managers are often paralysed about what to do," says Ms Caldwell.

30 "There may be different concepts of what being on time means. It's a new complexity." She illustrates: "If you have a team of eight from different countries, for example, there may be different concepts of what being on time means. So how do you start a meeting and still respect those cultural differences? It's a new level of complexity."

35 When it comes to overseas postings or business trips abroad, simple courses or information packages can help prepare employees for much of what they will encounter. However, many companies use long-term cultural training programmes to help employees become integrated into an increasingly culturally diverse workplace. Lehman Brothers, for example, hosts interactive theatre programmes with the help of actors from outside the company. The idea is to bring alive the daily interactions in which unconscious behaviour can exclude others.

40 "Business teams come together to discuss their reactions to what they observe in a facilitated interaction with the actors," says Fleur Bothwick, Lehman Brothers' diversity director. "**This process** has given a voice for people to discuss different interpretations of common workplace behaviours and to understand the impact of each other's perspectives."

45 Managers at Accenture, which has 110,000 employees in 48 countries, are constantly dealing with challenges arising from cultural differences, says Kedrick Adkins, the company's chief diversity officer. "And [cultural training] is not something that you can do in a day," he says. Accenture has developed a computer-based cross-cultural awareness tool that discusses issues such as working in different time zones and how to communicate in ways that are clear and leave little room for misunderstanding. **It** also covers social issues, such as different cultural attitudes towards
50 gender. "We ask all our managers - particularly those involved in multicultural teams - to take this course," says Mr Adkins.

More difficult to deal with are the subtler differences in attitudes and working practices that can create obstacles to efficient collaboration for a team made up of different nationalities or members of different ethnic groups. On-the-job training is the approach advocated by Future
55 Considerations. Ms Caldwell stresses that exercises and interventions in real-time situations are more effective than pulling people out of the workplace for a training programme.

"Real-time learning is where you get most out of the training," she says. "It's a case of interrupting the behaviour that's causing the difficulties and catching them doing it, so they can see

58 how it happens and they can make a different choice next time.”

60 Addressing the difficulties that can arise when people from different cultures are working together is one thing; many businesses are also trying to find ways of capitalising on those very differences. To do so, organisations must make structural shifts in the way they operate, argues Ms Chapman. “It’s moving away from the mentality of ‘the centre knows best’ and exporting ideas, also thinking about how to best draw out the ideas and uniqueness of the each of the markets you’re operating in,” she says.

Financial Times, 11 May 2005

Choose the best answer to complete the sentence or to answer the question. (0.5 points each)

1. The article

- a. highlights a new, emerging problem in business due to globalisation;
- b. identifies a common problem in business;
- c. explains why companies should invest in multicultural teams.

2. Which sentence is false?

- a. Companies who send employees overseas today are more likely to give them training before they go than they would have done in the 1980s;
- b. Intercultural training in the 1980s was considered part of the expatriate package employees working abroad could expect to receive;
- c. Investment in intercultural training has declined in many companies.

3. Which is an example of a possible consequence of greater intercultural awareness?

- a. Employees can feel less motivated;
- b. Businesses can capitalise on differences;
- c. Time can be lost during negotiations.

4. Which sentence is false according to the text?

- a. If everyone spoke English, there would be no more misunderstandings due to language;
- b. Although people speak the same language, language may still hinder their working well together;
- c. Language is only one of the barriers that can cause problems in a multicultural team.

5. What is the link between Dennis Miller’s quip at the beginning of the article (lines 1-2) and corporate business?

- a. Both scrabble players and businessmen suffer from prejudice;
- b. In Scrabble xenophobic behaviour is profitable, but in business it isn’t;
- c. Xenophobia harms business relations as it does any relation.

6. The concept of what being on time means

- a. depends on gender;
- b. is a social norm;
- c. depends on the language you speak.

7. Which sentence best summarises the article?

- a. Companies whose employees work with people from other cultures give their employees intercultural awareness training to maximise the possibility of successful working relations;
- b. There is a growing concern that globalisation has led to increased multiculturalism in teams and companies need to address this issue in order to be competitive;
- c. Working in multicultural environments can give rise to problems that managers do not always know how to deal with or respond to, and intercultural awareness training can overcome this.

8. The article implies that

- a. the hegemony of Anglo-American work practices is changing;
- b. flexibility when working with other cultures is a thing of the past;
- c. there are many untapped business opportunities in cultural awareness training.

What do the following words or expressions (in **bold** in the text) refer to? (0.5 points each)

9. this area (*line 6*);

10. that (*line 10*);

11. this (*line 18*);

12. This process (*line 42*);

13. It (*line 49*)

ANSWERS

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