

Inglês II
Exame Época de Recurso
29 June 2011
Time allowed: 2 hours

A. Writing (13.5 points)

Consider the following situations.

1.

Groupe Bull, the Paris-based computer company, has acquired Zenith Data Systems, an American company. French engineers and American engineers are working together, but they find it difficult and both groups are becoming impatient with each other. As the Americans see it, the French colleagues insist on analysing a problem completely and correctly before taking any action to the extent where the Americans think it is over analysis. The French, on the other hand, think that the Americans are "shooting from the hip" and their insistence on action from the start is often at the expense of fully understanding the problem.

2.

Jose Garcia Lopez, a Mexican importer, has been negotiating with a Danish manufacturing company for several months when he decides to visit Copenhagen to finalise a purchase contract. The business meetings go smoothly, so on the last day of his visit Sr. Garcia confides that he is looking forward to signing the contract after his return to Mexico. That evening the Danes invite Sr. Garcia out for an evening on the town. Flemming, the 40 year-old export manager, and his 21 year-old assistant, Margrethe, host an excellent dinner and then take their Mexican prospect on a tour of Copenhagen nightspots. Around midnight Flemming glances at his watch. "Sr. Garcia, I have a very early flight tomorrow to Tokyo. I hope you'll forgive me if I leave you now. Margrethe will make sure you get back to your hotel all right and then drive you to the airport tomorrow morning. I wish you a good flight!" Next morning in the car on the way to the airport Garcia is uncharacteristically silent. Then he turns to the young assistant: "Margrethe, would you please tell your boss I have decided not to sign that contract after all. It is not your fault of course. If you think about what happened last evening I believe you will understand why I no longer wish to do business with your company."

In light of the four types of obstacles to the working of effective multicultural teams (problems with accents and fluency, direct vs indirect communication, different attitudes towards hierarchy, and different approaches to decision making), which we studied, identify the problems involved and propose an appropriate strategy or strategies to (have) overcome them.

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.

B. Reading comprehension (4.55 points)

Read the text, then answer the questions on p 3.

Unpaid employment

Inferno for interns

The annual race to the bottom of the corporate ladder begins

- 1 SPRING is here: flowers are in bloom, birdsong fills the air, and the inboxes of employers are clogged with desperate pleas for summer internships. College students and graduates are well aware of the impact a plummy placement could have on their careers. With ever fewer entry-level jobs in many industries,
- 5 internships have become a critical first step into employment. In America, three-quarters of students on a four-year university course will have toiled as an intern at least once before graduation. Up to half of **these gimlet-eyed workers** will have given their services free. Some may even have had to pay for the privilege of coming to work.
- 10 Unpaid internships seem to be an example of mutual utility: inexperienced youngsters learn something about a chosen field while employers get to farm out some menial work. **The arrangement** is consensual, and companies often use internships to test potential recruits. But the increasing popularity of **these unpaid placements** has caused some controversy lately.
- 15 Nick Clegg, Britain's deputy prime minister, recently launched a crusade to ban **them**, arguing that they favour the wealthy and privileged. Others complain that uncompensated internships flout labour standards, exploit nascent workers and surely depress wages for everyone else. In America, **they** tend to be illegal at for-profit companies, according to guidelines set out in 1947. But the
- 20 Department of Labour barely enforces **such rules**, in part because interns are often too afraid to file complaints.
- Organisations in America save \$2 billion a year by not paying interns a minimum wage, writes Ross Perlin in "Intern Nation", a new book about the "highly competitive race to the bottom of the corporate ladder". Perhaps one-
- 25 third of all internships at for-profit companies are unpaid, and interns now often fill roles once held by full-time employees. "Young people and their parents are subsidising labour for Fortune 500 companies," Mr Perlin comments.
- To avoid legal complications, companies often encourage students to work in exchange for academic credits from their college. But such credits can
- 30 cost hundreds or even thousands of dollars. Some colleges waive their fees or earn them by offering guidance and oversight. For many institutions, however, they are an easy source of revenue, more beneficial to themselves than their students.
- Calls for new labour laws that reflect the growing prominence of
- 35 internships have got nowhere. Instead, interns will have to look out for each other, for example by rating their experiences on websites such as InternshipRatings and Internocracy. At any rate, students may be buoyed by a rare bit of good news from the National Association of Colleges and Employers: employers intend to hire 19% more graduates this year than last. **This** should
- 40 spare some from the drudgery of working without pay.

The Economist, 20 April 2011

Name:

Number:

B. Reading comprehension (cont.)

Write your answers on this page in the column marked **Answers**. [e.g. 1 c)]

Choose the best answer to complete the sentence or to answer the question. (0.35 points each)

	Answers
1. Why have internships become so important according to the article? a) Because employers have been making fewer positions available for graduates without experience; b) Because the economic situation due to recession has made it difficult for graduates to find a job; c) Because students know that a good internship will earn them academic points.	1.
2. Why does Nick Clegg want to ban unpaid internships? a) Because they flout labour standards and keep wages low for other workers; b) Because poorer students cannot afford to work for nothing in an internship; c) Because they are illegal in Britain.	2.
3. How are internships being monitored? a) By new legislation; b) By the interns, themselves, informally; c) By government inspectors.	3.
4. For-profit companies can employ interns but not pay them because a) interns fear reprisals if they protest that they should be paid; b) it is legal to do so; c) calls for new labour laws have made it possible.	4.
5. Which sentence best summarises the article? a) The article describes the role of internships for companies in today's labour market and their economic importance for both companies and students. b) The article highlights the role of internships for students and questions the ethics of the policy not to pay interns. c) The article draws attention to the fact that at this time of year many students are looking for internships.	5.
6. What are the advantages for a company in offering internships? a) Inexperienced young workers can gain practical experience in the labour market; b) Companies can use them as a trial period for potential workers and can save on wages; c) Both the other options are correct.	6.
7. Ross Perlin believes that a) many interns are being exploited by large companies; b) an internship can be an important start to a career; c) Both the other options are correct.	7.
8. Which sentence is FALSE? a) Some interns earn academic credits for their university course instead of a wage; b) Non-profit companies must comply with the 1947 law and pay interns; c) Interns in for-profit companies should be paid in the US.	8.

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

9. these gimlet-eyed workers (*line 7*);
10. The arrangement (*line 12*);
11. these unpaid placements (*line 14*);
12. them (*line 15*);
13. they (*line 18*).

C. Vocabulary (1.95 points)

The following sentences were taken from current newspapers. 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. (0.39 points each)

1. Loyalty schemes, such as offering users the chance to buy tickets to concerts and music festivals before they go on general sale, were initially designed to reduce "churn rates" in an industry where customers were notoriously promiscuous, swapping providers on the basis of cost, but now that prices have come down across the board, they are also being used to build **b**..... **a**..... (how much people know about a particular brand and the ideas they have about it)

Answer:

2. The Department for Culture, Media and Sport has confirmed that the media industry's favourite firm of **h**....., Whitehead Mann, was involved in producing the shortlist of candidates for the new BBC Trust. (a service that helps professional people to find work by introducing them to potential employers)

Answer:

3. The Scottish Widows insurance operation is also expected be retained, and Horta-Osório has begun to **r**..... the Halifax brand – inherited from HBOS – and position it as a competitor to Lloyds' high-street operations. (make [the brand] more lively and efficient)

Answer:

4. HoF plans to take the stores **u**..... and install computer-based stock management systems. (to a market made up of people in a high social class)

Answer:

5. In recent years, **f**..... **b**..... for the rhodium-platers – all paid for by the taxpayer – have included the provision of household sundries from scatter cushions to helipads, as well as services such as swimming-pool maintenance, belltower repair and moat-cleaning. (extra things that are got in addition to a salary)

Answer:

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Answers

B. Reading comprehension

	Answers
1. Why have internships become so important according to the article? a) Because the current economic situation due to recession has made it difficult for graduates to find a job; b) Because employers have been making fewer positions available for graduates without experience; c) Because students know that a good internship will earn them academic points.	B
2. Why does Nick Clegg want to ban unpaid internships? a) Because they flout labour standards and keep wages low for other workers; b) Because poorer students cannot afford to work for nothing in an internship; c) Because they are illegal in Britain.	B
3. How are internships being monitored? a) By new legislation; b) By the interns, themselves, informally; c) By government inspectors.	B
4. For-profit companies can employ interns but not pay them because a) interns fear reprisals if they protest that they should be paid; b) it is legal to do so; c) calls for new labour laws have made it possible.	A
5. Which sentence best summarises the article? a) The article describes the role of internships for companies in today's labour market and their economic importance for both companies and students. b) The article highlights the role of internships for students and questions the ethics of the policy not to pay interns. c) The article draws attention to the fact that at this time of year many students are looking for internships.	B
6. What are the advantages for a company in offering internships? a) Inexperienced young workers can gain practical experience in the labour market; b) Companies can use them as a trial period for potential workers and can save on wages; c) Both the other options are correct.	B
7. Ross Perlin believes that a) many interns are being exploited by large companies; b) an internship can be an important start to a career; c) Both the other options are correct.	C
8. Which sentence is FALSE? a) Agreements between universities and companies make it possible for interns to earn academic credits for their university course instead of a wage; b) Paying their interns with academic credits enables for-profit companies to comply with the 1947 law that internships should be paid positions; c) Interns are paid a minimum wage in the US.	C

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

9. these gimlet-eyed workers (*line 7*); students working as interns
10. The arrangement (*line 12*); the organised contract that lets inexperienced youngsters learn something about a chosen field while employers get to farm out some menial work for free / unpaid internships.
11. these unpaid placements (*line 14*); unpaid internships
12. them (*line 15*); unpaid internships

13. they (*line 18*); unpaid internships
14. Such rules (*line 20*); the guidelines set out in 1947 that state that internships must be paid
15. This (*line 39*); the fact that the National Association of colleges and employers has announced that employers intend to hire 19% more graduates this year than last.

C. Vocabulary (1.95 points)

(0.39oints each)

1. Loyalty schemes, such as offering users the chance to buy tickets to concerts and music festivals before they go on general sale, were initially designed to reduce "churn rates" in an industry where customers were notoriously promiscuous, swapping providers on the basis of cost, but now that prices have come down across the board, they are also being used to build **brand awareness**. (how much people know about a particular brand and the ideas they have about it)
2. The Department for Culture, Media and Sport has confirmed that the media industry's favourite firm of **headhunters**, Whitehead Mann, was involved in producing the shortlist of candidates for the new BBC Trust. (a service that helps professional peoqe to find work by introducint them to potential employers)
3. The Scottish Widows insurance operation is also expected be retained, and Horta-Osório has begun to **rejuvenate** the Halifax brand – inherited from HBOS – and position it as a competitor to Lloyds' high-street operations. (make [the brand] more lively and efficient)
4. HoF plans to take the stores *upmarket* and install computer-based stock management systems. (to a market made up of people in a high social class)
5. In recent years, **fringe benefits** for the rhodium-platers – all paid for by the taxpayer – have included the provision of household sundries from scatter cushions to helipads, as well as services such as swimming-pool maintenance, belltower repair and moat-cleaning.