

English II Exame Época Normal

6 June 2013

15:00

Time allowed: 2 hours

A. Writing (13.5 points)

Consider the following text.

Cultural quotient becomes key for recruiters

The term “cultural quotient” can be most broadly understood as the ability to manage effectively across cultures.

“We had IQ*, and we had EQ*, but now it’s about the CQ,” says Kevin Kelly, chief executive of Heidrick & Struggles, the executive search firm. He says that CQ has rapidly gone from a “nice-to-have” to a “must-have” quality both for expatriate and local executives. “For some, it has even become number one.”

A sign of its importance to Heidrick & Struggles is that it recently bought Senn Delaney, an organisational-culture consulting firm, for \$53.5m.

The Financial Times, March 2013

*IQ = Intelligence Quotient; EQ = Emotional intelligence Quotient

Write a text in answer to the prompt below. (300-400 words)

Explain what is meant by cultural quotient, giving examples, and explain why it might be considered so important for recruiters today.

Your text will be marked on relevance and breadth of content, discourse management and genre, appropriacy and range of vocabulary and structures, and grammatical accuracy.

B. Reading (4.55 points)

Read the following text and answer the questions that follow.

Recruitment processes: Candidates must prepare for a different experience

Charis Gresser

Financial Times 25 April, 2013

1. The process of hiring executives differs greatly between the international public sector and the business world, creating a very different experience for job candidates.

Public sector appointments can vary from swift and simple to prolonged and complex, requiring applicants to make themselves aware of what to expect to avoid confusion and frustration. Some of the differences stem from specific staffing regulations and rules that bind international public sector bodies. In addition to the standard employment legislation that applies to all organisations, they often have to abide by a set of values, such as fairness and openness, and a culture that might be hard to define but exerts a powerful influence over how recruitment is carried out.

10. In practice, **this** can have an impact on timing. Where **this is the case**, candidates from the private sector are right to assume that senior international public sector appointments will take longer to finalise, as there might be additional hurdles to overcome that do not arise in the private sector.

Michael Emery, human resources director at the United Nations Population Fund, points to one example: “A variable that isn’t there in the private sector is the requirement for us to present the credentials of country representatives to the governments of those countries. That accreditation process for senior staff can take anywhere from two weeks to many months and we have little control over how long it takes.”

20. On the other hand, some experts argue that rules on transparency and open process can sometimes speed things up. For example, a commitment to a specific closing date published alongside the job specification can act as a spur to the recruitment drive and mean an appointment is made more quickly than one in the private sector that involves multiple interviews and the drawn-out back-and-forth processes candidates often experience.

While companies encourage candidates to meet key people in the organisation, both formally and informally, when recruiting senior executives, the international public sector has traditionally shied away from such contacts. **This** is partly because of a concern that all candidates be granted the same level of access to the organisation and partly because of the more pragmatic and practical constraints of schedules and travel.

30. There are, however, signs that **this** might be changing as international organisations recognise the benefits of allowing candidates to gain a deeper understanding of the institution they might be about to join.

Michèle Pagé, head of HR at the Organisation for Economic Co-operation and Development, describes how attitudes are shifting: “We now put our executives in contact with potential candidates. Previously we might not have done this because we were worried about the potential for one candidate having an advantage over another.

40. “But we are open to anyone who wants to talk to us and if **it** means that candidates are better prepared to assess the opportunity and we know more about the person, then we are all better off.”

Name:

Number:

B. Reading Comprehension (Cont.) (0.40 each)Choose **one** answer to each question and write the letter clearly in the box.

1. What is the main topic of the article?
 - a. Recruitment processes in the public sector.
 - b. Recruitment processes in the public and private sectors.
 - c. All the answers are correct.
 - d. The recruitment process.
2. Which statement is true?
 - a. Some applicants for public sector positions become confused or frustrated because they know what to expect in the recruitment process.
 - b. One of the reasons that the recruitment process can take a long time in the public sector is that the candidate must comply with a specific set of values.
 - c. The recruitment process in the public sector always takes longer than in the private sector.
 - d. Rules governing employment are exactly the same in the public and private sectors.
3. What can we infer about Michèle Pagé?
 - a. She thinks that the recruitment process is in need of change.
 - b. She sees recruitment as a two-way process.
 - c. All of the answers are correct.
 - d. She is concerned that every applicant should receive exactly the same information.
4. Which statement is false?
 - a. Senior executives are now expected to meet all candidates before an interview for a public sector post.
 - b. The recruitment process in the public sector is bound by ethics in ways that do not affect recruitment in the private sector.
 - c. The public sector recruitment process tries to ensure that it is fair for all candidates.
 - d. In the past, the public sector discouraged candidates from meeting key people in the organisation on the grounds that it might privilege some applicants over others.
5. What improves the efficiency and speed of the recruitment process in the public sector?
 - a. Specific closing dates.
 - b. Multiple interviews.
 - c. Allowing candidates to talk to key people in the organisation.
 - d. The accreditation process.
6. The article implies that recruitment processes in the public sector are
 - a. too slow.
 - b. All of the answers are correct.
 - c. not transparent enough.
 - d. changing.
7. The purpose of the article is
 - a. to advise candidates of what to expect in the recruitment process.
 - b. All the answers are correct.
 - c. to describe factors influencing the recruitment process in the public sector.
 - d. to describe the recruitment processes of the public and private sectors and how they are different.

What do the following expressions refer to? (0.35 points each)

8. this (*line 12*)
9. this is the case (*line 12*)
10. This (*line 30*)
11. this (*line 34*)
12. it (*line 42*)

C. Vocabulary (1.95 points)

The following sentences were taken from the business section of English language newspapers. Complete each space with a suitable word or expression. The first letter(s) and a paraphrase of the meaning are given. You will need to conjugate verbs, and/or you may need to add a preposition. (0.39 points each)

1. Panmure Gordon analyst Philip Dorgan says the state of the clothing, homewares and electricals business is a "big issue" as it has moved too **d.....** ([merchandise] to appeal to low-income consumers)
2. New staff are falling through the '**i.....** gap' at an alarming rate. While SMEs are spending big on recruitment, too little is invested in getting staff excited. (period in which new recruits are introduced to their job)
3. We must invest in proper **s..... t.....** for the care of the elderly. (Educational preparation for performing a job that is typically provided to workers by the business that has recently hired them before they become active)
4. There are many cases in India to prove that women's **e.....** at the grassroots level is the only way to usher in real change in society. (A management practice of sharing information, rewards and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance.)
5. Despite its revival in the media as the potential source of all evil in the business world, **c..... c.....** remains a concept that is difficult to define. (the values and behaviours that contribute to the unique social and psychological environment of an organisation)

Answers

A. Writing (13.5 points)

A good answer will explain what the cultural quotient is and why it is considered important today. Possible content could include:

- The cultural quotient is a person's ability to manage across different cultures and nationalities.
- It includes knowledge of other cultures and how the work, i.e. what is considered appropriate in terms of communication, working methods, approaches to hierarchy, etc. It also includes a component of self awareness.
- It includes awareness of what can cause problems within a multicultural workforce (e.g. the four barriers identified in the HBR research: direct vs indirect communication, different attitudes towards hierarchy, conflicting norms for decision making, and trouble with accents and fluency).
- It includes knowledge of different strategies to deal with problems that can arise in a multicultural workforce (i.e. adaptation, structural intervention, managerial intervention, and exit) and what factors might condition the appropriate response to the situation.
- Having a high cultural quotient is important in recruitment today because globalisation has made multicultural workforces much more common and it is now common for a manager to be working in a different culture from his/her origins, for a manager to be responsible for a staff made up of different nationalities, or for a manager to have to report to a parent company whose culture is different.
- It is also common to be working in partnerships or to have stakeholders in many other countries, so the ability to work effectively with those cultures will be an important skill that a manager has.
- Specific examples of any of the above points.

The text will be clearly structured and free of major errors, showing logical information flow, command of complex structures and a wide range of vocabulary and structures appropriate to the purposes of the text.

B. Reading comprehension (4.5 points)

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 - c. All the answers are correct.
 - d. The recruitment process.
2. Which statement is true?
 - a. Some applicants for public sector positions become confused or frustrated because they know what to expect in the recruitment process.
 - b. One of the reasons that the recruitment process can take a long time in the public sector is that the candidate must comply with a specific set of values.
 - c. The recruitment process in the public sector always takes longer than in the private sector.
 - d. Rules governing employment are exactly the same in the public and private sectors.

a

b

3. What can we infer about Michèle Pagé?
- She thinks that the recruitment process is in need of change.
 - She sees recruitment as a two-way process. b
 - All of the answers are correct.
 - She is concerned that every applicant should receive exactly the same information.
4. Which statement is false?
- Senior executives are now expected to meet all candidates before an interview for a public sector post.
 - The recruitment process in the public sector is bound by ethics in ways that do not affect recruitment in the private sector.
 - The public sector recruitment process tries to ensure that it is fair for all candidates. a
 - In the past, the public sector discouraged candidates from meeting key people in the organisation on the grounds that it might privilege some applicants over others.
5. What improves the efficiency and speed of the recruitment process in the public sector?
- Specific closing dates.
 - Multiple interviews. a
 - Allowing candidates to talk to key people in the organisation.
 - The accreditation process.
6. The article implies that recruitment processes in the public sector are
- too slow.
 - All of the answers are correct. d
 - not transparent enough.
 - changing.
7. The purpose of the article is
- to advise candidates of what to expect in the recruitment process.
 - All the answers are correct. c
 - to describe factors influencing the recruitment process in the public sector.
 - to describe the recruitment processes of the public and private sectors and how they are different.
8. this = the fact that recruitment practices in the public sector have to abide by a set of values such as fairness and openness and these influence how it works.
9. this is the case = [when] factors influencing recruitment in the public sector have an impact on timing
10. This = the fact that the international public sector has traditionally shied away from the practice of allowing candidates to meet key people in the organisation
11. this = the practice of not allowing candidates to meet key people in the organisation
12. it = being open to anyone who wants to talk to us

C. Vocabulary (2 points)

- Panmure Gordon analyst Philip Dorgan says the state of the clothing, homewares and electricals business is a "big issue" as it has moved too **downmarket**.
- New staff are falling through the '**induction** gap' at an alarming rate. While SMEs are spending big on recruitment, too little is invested in getting staff excited.
- We must invest in proper **staff training** for the care of the elderly.
- there are many cases in India to prove that women's **empowerment** at the grassroots level is the only way to usher in real change in society.
- Despite its revival in the media as the potential source of all evil in the business world, **corporate culture** remains a concept that is difficult to define.