

## English II Exame Época Normal

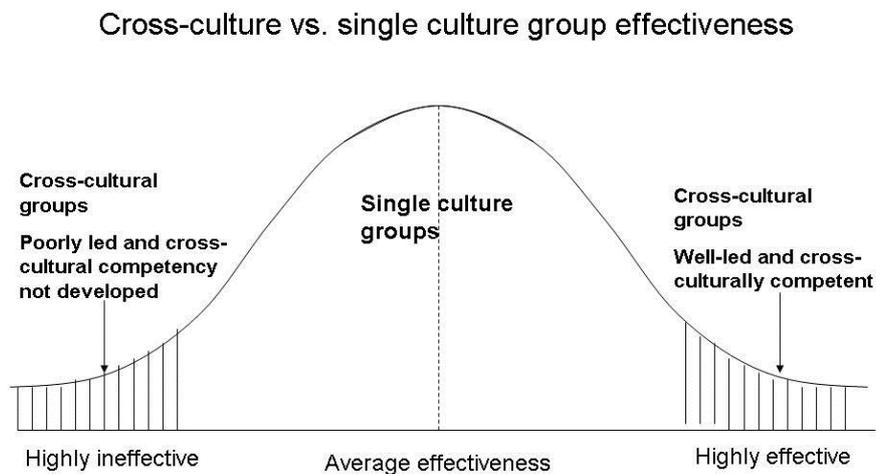
2 June 2014

18:00

Time allowed: 2 hours

### A. Writing (13.5 points)

Consider the Figure 1, and write a text (300-400 words) in answer to the prompt.



Source: Based on Dr. Carol Kovach's research at the graduate school of management, UCLA and reported in Nancy J. Adler, *International Dimensions of organizational behavior*, 2nd ed., PWS-Kent Publishing, 1991

Figure 1

Explain the graph. In other words, what factors make a cross-cultural team more or less effective than a mono-cultural team?

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.

## Do we hug? Kiss? Shake hands? Bow? We need to be told

By Lucy Kellaway

*The Financial Times*, 22 September

2013

1. Welcoming gestures require global regulation to spare us crushing embarrassment.

Last week I was in Singapore giving a talk organised by a German bank to an audience of mainly Asian women. Though I was 7,000 miles from home, and seven hours ahead of myself, I felt weirdly comfortable. Big banks are reassuringly like McDonald's: they are the same the world

5. over. Everyone speaks English, all the women wear the same Diane von Furstenberg dresses and carry the same fancy handbags. Yet in the middle of the sameness, there is one thing that refuses to go global: how people greet each other. Over and over again last week I found myself at a loss. Ought I to kiss the American woman at whose house I had just eaten dinner? I made a lunge for her cheek, just as she was stepping backwards with a smile and a friendly goodnight. Still trickier
10. was deciding how to greet a group consisting of an Indian woman, a Chinese man and an Australian woman. All four of **us** hopped from one foot to another uncertainly, opting eventually for no greeting at all.

- This sort of thing has always been a problem but it is getting worse. In the old days, the principle was when-in-Rome. So when actually in Rome you kissed on both cheeks anyone you
15. knew reasonably well. In Holland, it was three cheeks. In Russia you might expect a crushing bear hug, in Japan a nod and in India hands clasped and a *namaste*. In the US and Germany you could look forward to a bonecrusher of a handshake, in the Middle East something more like a limp fish. Global business has made matters more complicated. We no longer know whose culture trumps whose. Is it the host country's? Is it the majority in the room? As no one seems to know, what
  20. tends to happen is a general confusing, embarrassing free-for-all. We live in a permanent state of hello hell.

- To make matters worse, we have all borrowed each other's greetings – which means we can be all at sea in our own country and even at our own desk. When I joined the Financial Times in the 1980s, there was no kissing at all. Then, at some regrettable point about 15 years ago,
25. journalists started kissing on both cheeks – but only people who **they** liked and had not seen for a while. Now an even more unwelcome form of greeting has arrived: the hug. **This** is how young Anglo-Saxons routinely greet each other outside work, but now they have started doing it in the office too. The hug represents far too much touching for my liking, but is also devilishly hard to get right: there is the full hug, the side hug, and the hug accompanied by a slap on the back.

30. In my other job as a non-executive director, hello hell has got so bad that I find myself dreading the start of every meeting. Diversity might be a good thing on a board, but diversity of greeting is deplorable. My European colleagues are confident and enthusiastic kissers, as is one of the British women non-execs, while various of my male colleagues seem to dislike it as much as I
35. **do**. Which means I often end up kissing some of the directors but not others – which seems very wrong indeed.

- I used to think the best way to survive hello hell was to decide if you were an alpha or beta. **The first** is always quick to take the lead, so that the other person has no choice but to follow. The trouble with this strategy is that it a) leaves the alpha exposed to etiquette breaches and b) does not work if the person you are trying to greet is also an alpha and is trying to hug you just as you
40. are jabbing your right hand into their ribs.

- As the market has failed to find a solution, the only answer is some kind of regulation. There is a desperate need for a Global Greetings Protocol, an agreement that all companies and nations would be encouraged to sign up to that would establish firm rules for everyone to follow. The GGP would be beautifully simple and go something like this: "In a business context the only
45. permissible greeting is a handshake. The shake must be medium-firm and medium-brief. It does not apply to a) colleagues who see each other frequently and b) groups of more than six people, as shaking would take too long."

- Opting out of the GGP would be possible on religious or other conscientious grounds, though the refusenik would be required to wear a little badge with a picture of hands crossed out
50. to avoid any confusion. Not only would embarrassment be brought to an end, the brain would then be free to do what it is good at: concentrate on those first impressions that matter so much in business, without having to worry about hands, arms, heads, lips and cheeks.

Name: .....

Number: .....

**B. Reading Comprehension (Cont.) (0.35 each)**Choose **one** answer to each question and write the letter clearly in the box.

1. The purpose of the article is
  - a. to report how greetings have changed in business situations due to globalisation.
  - b. to comment on the difficult choice of how to greet someone in a business context.
  - c. to describe how one should greet someone in different parts of the world.
  - d. to recount what Lucy Kellaway did the previous week.
2. Why did Lucy Kellaway feel at ease giving the talk in Singapore?
  - a. Because she felt weirdly comfortable.
  - b. Because she had been to German banks in Singapore before.
  - c. Because the Asian women were dressed in western designer dresses.
  - d. Because of the uniformity of the big bank context, regardless of location.
3. Lucy Kellaway believes that confusion around what greeting to use
  - a. has got worse.
  - b. is due to the recent globalisation of business.
  - c. is a problem only in the U.K.
  - d. None of the other answers is correct.
4. What does Kellaway mean when she says, “when-in-Rome”?
  - a. Kiss or shake hands with the person you are greeting.
  - b. Use the Roman greeting where-ever you are.
  - c. Use the greeting style of the country you are in.
  - d. None of the other answers is correct.
5. Which statement best summarises the article?
  - a. Kellaway believes that everyone shakes hands when they meet so that everyone knows what to expect.
  - b. Kellaway believes that people are more concerned about giving the correct greeting than sizing up the person they have just met.
  - c. Kellaway argues that global rules for greeting are necessary to prevent people from feeling embarrassed.
  - d. Kellaway argues that globalisation stems from a global greeting hell.
6. A handshake in the Middle East is usually stronger than one in Germany.
  - a. This statement is false.
  - b. This statement is true.
  - c. The information is insufficient to say whether the statement is true or false.
7. Which statement is false?
  - a. The way people greet each other at work in Britain has changed.
  - b. Even within Britain, people can be confused about the best way to greet a colleague.
  - c. Kellaway implies that we should treat our colleagues equally.
  - d. Kellaway believes that alpha personalities don't have any problems greeting others.
8. Why does Kellaway state that “diversity of greeting is deplorable”?
  - a. Because not everybody (Kellaway included) likes kissing as a greeting.
  - b. Because it results in people feeling embarrassed when they don't know what to do.
  - c. Because greeting should be regulated because the market has not found a solution.
  - d. Because kissing and handshaking in large groups takes too long.

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

9.

us (line 11)

10.

they (line 26)

11.

This (line 26)

12.

do (line 34)

13.

The first (line 37)

### 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 put verbs in the right tense. You might need to add a preposition. (0.39 points each)

1. Investigating the (mostly) unbridgeable gulf between the back and front of the stage, Morgan concludes that talent and stardom may not be intertwined, as each of his interviewees wrestles **g..... d.....** and personal ambition. (the way in which groups and individuals act and react to changing circumstances)  
.....
2. The IOC (International Olympic Committee) has been asked to **m.....** in a row between the British Olympic Association and the games' organisers. (intervene in a dispute to resolve it)  
.....
3. For the first time since it [the Financial Services Authority] was formed, the City regulator plans to reduce by just under 10% the charge it **l.....** on firms and individuals it regulates. (imposes [a tax])  
.....
4. Romanian and Bulgarian students are treated differently from other European students when it comes to **w..... p.....**. (legal documents issued by the State giving authorisation for employment of a foreign worker)  
.....
5. Margaret Hodge, chair of parliament's public accounts committee, says HM Revenue and Customs has failed to crack down on **t..... a.....**. (trying to minimize tax by legal means)  
.....

## Answers

### A. Writing (13.5 points)

A good answer will explain why mono-cultural groups are effective and why multicultural groups are less or more effective than mono-cultural groups. Possible content includes:

- When there is only one culture in a group, the members understand how each other team member works and they often do not need to explain why things are done in a certain way. Groups with good dynamics are more effective than those with poor group dynamics. Groups with poor dynamics tend to make poor decisions while those with good group dynamics are more creative.
- The effectiveness of a multicultural team depends on its management and because its members come from different cultures the likelihood of them misunderstanding each other is greater than in a single-cultured team.
- A multicultural team that is poorly managed may have problems that stem from differences in the way each culture prefers to do things. These include different kinds of communication among its members (direct vs indirect communication), different approaches to decision making, and different attitudes toward hierarchy. In addition there may be difficulties with accents and fluency in the group. These problems may result in friction among members, which hinders team members from contributing and makes the team less effective.
- In a multicultural team with good management, the manager will be aware of potential problems and will take measures to prevent them or to resolve them when they occur. A manager may foster cultural awareness amongst group members so that they can learn to adapt; he/she may break the group into smaller units so that members are not inhibited to contribute; he/she may set rules early in the project or call in higher authorities to resolve some problems of 'face'; or as a last resort he/she may remove a member from the team. The mix of cultures brings a wider range perspectives to the project than in a mono-cultural team and as a result the team will be more effective.

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. Comprehension (0.35 points each)

1. B    2. D    3. A    4. C    5. C    6. A    7. D    8. B

9.	us (line 11)	Lucy Kellaway, the Indian woman, the Chinese man and the Australian woman
10.	they (line 25)	Journalists at the Financial Times
11.	This (line 26)	Hugging
12.	do (line 34)	dislike being greeted by fellow directors with a kiss
13.	The first (line 37)	The alpha

## C. Vocabulary (0.39 points each)

1. Investigating the (mostly) unbridgeable gulf between the back and front of the stage, Morgan concludes that talent and stardom may not be intertwined, as each of his **interviewees** wrestles **group dynamics** and personal ambition.
2. The IOC (International Olympic Committee) has been asked to **mediate** in a row between the BOA British Olympic Association and the games organisers.
3. For the first time since it [the Financial Services Authority] was formed, the City regulator plans to reduce by just under 10% the charge it **levies** on firms and individuals it regulates.
4. Romanian and Bulgarian students are treated differently from other European students when it comes to **work permits**.
5. Margaret Hodge, chair of parliament's public accounts committee, says HM Revenue and Customs has failed to crack down on **tax avoidance**.