

**English 1**  
**Época Normal**

2017-2018

18 January 2018

Time allowed: 2 hours

**NOTE:** During the exam students may consult a dictionary, which must not contain any handwritten notes. Students are NOT allowed to consult any electronic device or extra notes or materials.

The answers to question B, numbers 1-6 are to be written on the exam question paper. All other answers are to be written in an examination booklet.

**A. Writing** (12.5 points)

Consider the information below. Write an analytical exposition (250-350 words) in response to the following question:

This cartoon was published in December 2014. Knowing that in 2014 the price of oil slumped significantly, what issue does the cartoon raise? What point does it make? To what extent is such a view valid from an economic point of view?



Due to the word limit, you should not describe the cartoon or interpret the symbolic meanings of its elements.

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

## B. Reading Comprehension (5 points)

Read the text, then answer the questions that follow on pages 3 and 4.

### Ikea to take Task Rabbit to Canada and beyond

Swedish retailer plans to expand newly acquired odd-jobs website from US and UK

Richard Milne, Nordic Correspondent DECEMBER 5, 2017

1. Ikea, the world's largest furniture retailer, will expand **its** newly acquired TaskRabbit odd-jobs service into Canada and is examining taking it to Europe and Asia in the future. The retailer made the rare acquisition of **the one-time darling of the sharing economy** two months ago. It wants to use the service to appeal to customers who do not want the hassle of putting together their own Ikea furniture.

“The first part of the plan is to boost volumes together with TaskRabbit where it's present today — that means the US and UK. But a natural first step is to take its services to Canada,” Jesper Brodin, Ikea's new chief executive, told the Financial Times.

10. Ikea is in the middle of its biggest change of business models in decades. It pioneered the sale of flat-pack furniture from out-of-town warehouses in the 1950s. Founder Ingvar Kamprad and **his** team came up with the idea of making customers assemble their own furniture — as well as pick **it** from the shelves — to cut down on costs. But Mr Brodin has said that the retailer is now facing up to the fact that a growing number of customers, especially so-called millennials aged 18 to 35, are not willing to travel long distances or build their own sofa.

Ikea already had a fledgling arrangement with TaskRabbit — which allows people to offer to do odd jobs that go well beyond putting together furniture — in US cities and London where it currently operates. But Mr Brodin said Ikea would like to use its large capital base to bring the service to other countries.

20. “We are in dialogue as to what will be the next markets. We are doing pre-studies in a couple of markets.” He added: “Europe is definitely on the map. We don't rule out we could bring **it** to any place.”

25. TaskRabbit is only the first in what was likely to be a series of acquisitions as part of “some radical steps” to transform Ikea, Mr Brodin has said. He is pushing the retailer more into city centres and sharpening its focus online. The retailer's sister company, Inter Ikea, which is in charge of the brand and concept, is looking at selling its wares on third-party websites such as Amazon and Alibaba next year. Mr Brodin said he was also looking to speed up the presentation of Ikea's new strategy. He has decided to cut the time horizon for Ikea's plan from the next decade to the next three years. The plan will be presented to staff in January and February instead of June. He said it would focus on adapting to the two big trends of urbanisation and digitalisation as well as ensuring Ikea concentrated more on the customer meeting and being more entrepreneurial. “It will be a more action-orientated approach,” he added.

*Financial Times*, 5 December 2017

Name: ..... Number: .....

**B. Reading comprehension (cont.)**

Choose **one** answer to each question and write the letter clearly in the box. [ e.g. *b* ]  
(0.5 points each correct answer; - 0.16 each incorrect answer)

1. The main purpose of the article is 
  - a. to argue that Ikea must change to remain competitive.
  - b. to report a recent business move made by Ikea.
  - c. none of the alternatives is correct.
  - d. to explain Ikea's marketing strategy.
2. Which statement is false? 
  - a. The location of Ikea's retail outlets has become a weakness for the company.
  - b. Ikea will be opening retail outlets in city centres.
  - c. Ikea will discontinue selling flatpacks because millennial customers are unwilling to assemble their own furniture.
  - d. Ikea plans to expand its retail channels by selling products online.
3. Why has Ikea bought TaskRabbit? 
  - a. It wants to expand the countries in which TaskRabbit operates.
  - b. It wants to attract new customers.
  - c. It is part of a restructuring of their business model.
  - d. All the alternatives are correct.
4. Which statement is false according to the text? 
  - a. Ikea will be opening new furniture warehouses in Canada.
  - b. Ikea had worked with TaskRabbit before it bought it.
  - c. There has recently been a change in Ikea's board of directors.
  - d. Ikea seems to be losing market share due to the trends of urbanisation and digitalisation.
5. In what way was Ikea's first business model innovative? 
  - a. Customers wanted to assemble their own furniture.
  - b. Jobs traditionally carried out by the manufacturer and retailer were passed on to the customer.
  - c. The business model cut costs in comparison with traditional furniture retailing business models.
  - d. None of the alternatives is correct.
6. Which sentence best summarises the article? 
  - a. Ikea is currently restructuring its business model in response to the trends of digitalisation and urbanisation.
  - b. Ikea's purchase of TaskRabbit is part of a radical restructuring of its business model.
  - c. Ikea plans to expand its operations and business model beyond the UK and the US.
  - d. Digitalisation and urbanisation have prompted Ikea to restructure their business model and buy TaskRabbit.

## B. Reading comprehension (cont.)

### Reference, substitution and ellipsis

What do the following items (highlighted in the text) refer to? (0.4 points each)

7. its (line 1)
8. the one-time darling of the sharing economy (lines 3,4)
9. his (line 13)
10. it (line 14)
11. it (line 24)

## C. Vocabulary (2.5 points)

Complete each sentence with an expression similar in meaning to the explanation in brackets. The first letter of the keyword is given to help you. All letters are in lower case. You might need to add a preposition and you will need to conjugate the verbs. (0.5 points each)

1. Artificial Intelligence is a **d..... t.....** : because of it we face profound changes to our lives, our work and even, some say, our very existence. (an innovation that creates a new market and value network and eventually disrupts an existing market and value network, displacing established market leading firms, products, and alliances)
2. The fintech has £100m of assets under management, with a further £125m of pension in the process of being transferred. It charges annual **f.....** between 0.5 per cent and 0.95 per cent, at the low end of most actively managed funds. (payment made to a professional person or to a professional or public body in exchange for advice or services)
3. Daniele Bianchi, assistant professor of finance at Warwick Business School, said: “Although it has been thought of as a **p.....-t.....-p.....** payment system, it is evident that bitcoin is gaining more and more legitimacy as an asset class. (decentralized platform whereby two individuals interact directly with each other, without intermediation by a third-party)
4. Many Americans are trying to boycott big oil and grow our own food,[and] use a **b..... e.....** etc. but it's slow going. (system of exchange where goods or services are directly exchanged for other goods or services without using a medium of exchange, such as money)
5. Uber, meanwhile, has introduced – and been criticised for – “**s.....** pricing”, making rapid adjustments to the fares on its platform in response to changes in demand. (sudden rises in)

## Answers

### A. Writing (12.5 points)

A good answer will follow the generic structure of an analytical exposition, presenting a clear statement of issue and thesis statement in the introduction, arguments supporting the thesis in the development, and reiteration in the conclusion. The register should be relatively formal, with few overtly subjective or personal lexicogrammatical selections. Information flow should be clearly maintained through use of conjunctions and appropriate thematic development.

Content should include:

Issue – the relation between oil prices and the development of alternative, sustainable/renewable green energies

Point of cartoon – when the price of oil is low, there is little incentive to invest in renewable energies, which suffer from fluctuations in their ability to supply a constant stream of energy.

### B. Reading comprehension

(0.5 points each (0.4 points each)

correct; - 0.16

each incorrect)

- |      |  |                            |
|------|--|----------------------------|
| 1. B | 7. its (line 1)  | Ikea's                     |
| 2. C | 8. the one-time darling of the sharing economy (lines 3.4) | TaskRabbit                 |
| 3. D |  |                            |
| 4. A | 9. his (line 13)   | Ingvar Kamprad's           |
| 5. B | 10. it (line 14)   | (the customers') furniture |
| 6. D | 11. it (line 24)   | TaskRabbit                 |

### C. Vocabulary (0.5 points each)

1. disruptive technology
2. fees
3. peer-to-peer
4. barter economy
5. surge