

English II

Exame Época Normal

19 June 2017

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 1-7 are to be written on the exam question paper. All other answers are to be written on an official exam answer sheet.

A. Writing (13 points)

Consider the following situation.

A few years ago, Nellie Borrero, Accenture's Managing Director of Global Inclusion and Diversity, organized a "woman's day" program in the Tokyo office as a way to inspire Accenture's junior employees to build their careers at the company and show them what was possible. "Many of our Japanese company leaders—the majority of which are male—were there to showcase their support," Nellie says.

Midway through the program, one of the facilitators tried to spark a group discussion by asking the young women to share their experiences and their professional concerns. "The room was silent," she recalls. But Nellie was confident that the women there were interested in the topic because of the high number of registrants. "I was sitting in the back watching all this when I realized that there were cultural norms at play. They didn't feel comfortable talking."

Source: <https://hbr.org/2015/12/how-to-run-a-meeting-of-people-from-different-cultures>

In class we studied four obstacles to the effective functioning of a multicultural team (Brett et al., 2006): direct vs indirect communication, different attitudes towards hierarchy and authority, problems with accents and fluency, and conflicting norms for decision making. In light of these obstacles, identify the underlying problem in the situation above and propose a strategy to overcome it.

Write a text using impersonal language (300-400 words) in answer to the question. 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 (4.5 points)

Read the text on page 2 and answer the questions that follow.

Should I stay or should I go?

Sarah Murray

Financial Times 8 March 2017

1. For Andrea Huggard-Caine, being sent to Italy as part of a team that was handling a Citibank acquisition in the 1980s was life-changing.

“It broadens your vision,” says Ms Huggard-Caine, who was born in Argentina and brought up in Brazil, where she was educated at an American school. “I’m
5. multicultural and speak five languages. But until I actually lived abroad, I did not have it all figured out from a multicultural perspective,” says Ms Huggard-Caine, who now has her own consulting business.

In a corporate setting, an overseas posting can be a way for women to achieve a breakthrough in their careers. More than 80 per cent of the women that Stacie Berdan, an author and consultant, interviewed for her book *Get Ahead by Going Abroad* said
10. **their** international posting had helped them secure more senior positions. In a globalised economy, international experience benefits everyone’s career. However, Ms Berdan says that for women trying to stand out in a male-dominated business world, overseas
15. experience is particularly helpful.

“The women I interviewed said there were opportunities they did not have in their home market that they could tap into somewhere else, and that they could use [the experience] to differentiate themselves,” she says.
20. However, while overseas postings provide benefits, they also come with particular challenges for women. **These** range from the practical, such as navigating unfamiliar childcare and school systems, to the question of the “trailing spouse” or working in cultures where male suspicion of women in business persists. “A major concern is the role of the husband,” says Mara Swan, executive vice-president of global strategy and talent at ManpowerGroup, the recruitment company. “In certain countries,
25. it’s not as accepted if they’re not working and they’re taking over the role of the woman.”

While many international cities and organisations have well-established social opportunities for expat wives, the needs of accompanying husbands have until recently been overlooked. Similarly, executives in some countries can be reluctant to accept
30. women as business leaders. **In that case**, says Ms Swan, “the most important thing is to establish that she’s a decision maker, and often that has to come from the top,” says Ms Swan. “The endorsement is very important.” Such problems can be overcome.

“I was late-20s and blonde and in Asia, and I was not taken seriously at first,”
35. says Ms Berdan, who worked for several years in Hong Kong at Burson-Marsteller, the communications firm. “But once you deliver, that’s all people care about.”

For some women, the first hurdle may be winning the overseas posting in the first place. “The vast majority of the world is open to women, yet companies are unsure and see it as high risk,” says Ms Berdan. “A lot of it has to do with the fact that HR
40. departments are not global and make assumptions.”

This may help explain why the proportion of women expats working in business remains small. While the 2016 Global Mobility Trends Survey — from BGRS, the global relocation services firm — recorded the highest proportion of female expats in the survey’s 21-year history, they still made up just 25 per cent of the total. Nevertheless,
45. demand from women for overseas postings is rising. In a recent survey by PwC, the professional services firm, more than 70 per cent of millennial women — born between 1980 and 1995 — said they wanted to work outside their home country. In competitive labour markets, therefore, companies that want to attract the best employees need to be ready to support and encourage their female executives to work abroad. Ms Berdan
50. argues that HR departments have a key role in **this**: they can both challenge any resistance towards women seeking overseas positions and encourage those who have not yet considered the advantages of an overseas posting. All expats have to excel at what they do — “and that’s gender neutral,” she says. The further question for employers is “about making sure opportunities are open to everybody”.

Name: _____ Number: _____

B. Reading Comprehension (Cont.) (0.375 each correct answer)Choose **one** answer to each question and write the letter clearly in the box.

1. The main purpose of the article is
a. to argue a point of view.
b. to explain a phenomenon.
c. to discuss the pros and cons of a situation.
d. to report on a current state of affairs.
2. What advantages does working abroad bring to a worker?
a. The worker becomes more narrow minded.
b. It increases the chance of getting a better job later.
c. It enables women to get a job.
d. None of the alternatives is correct.
3. What is meant by 'the endorsement' (line 32)?
a. Workers recognising that the female boss is responsible for making decisions.
b. Workers accepting that they must follow orders.
c. Upper management making it clear that the woman is responsible for decisions.
d. None of the alternatives is correct.
4. According to the article, why are there not more women working abroad in business?
a. Because local HR often assumes they wouldn't be interested in a foreign posting.
b. Because it can be difficult to arrange childcare for mothers when working abroad.
c. Because companies know that other cultures do not value woman leaders.
d. None of the alternatives is correct.
5. One difficulty for women working abroad is that
a. the host culture may not accept women in leading positions.
b. the husbands' needs are never catered for.
c. there are well-established social opportunities for expatriate wives.
d. None of the alternatives is correct.
6. Which sentence is false, according to the article?
a. The number of women working in executive positions in a foreign country has grown recently.
b. The number of women working in executive positions in a foreign country is expected to grow.
c. Both male and female executives working abroad must have prior multicultural experience.
d. Employers who do not support and encourage female executives to work abroad may miss out on the best talent for the job.
7. What is the best one-sentence summary of the article?
a. Despite potential reluctance from both the home institution and employees abroad, women's careers can be boosted by a managerial post overseas.
b. There are advantages and disadvantages for women working abroad, but the obstacles can be overcome.
c. Employees in Asian countries may find it difficult to accept a female manager due to cultural differences, but such difficulties can be overcome.
d. Women who wish to progress in their careers but are unable to do so should use an overseas posting to differentiate themselves from their male colleagues.

Reference, Substitution and Ellipsis

What do the following terms, which are highlighted in the text, refer to? I.e. what is their specific meaning in this particular text? (0.375 points each)

8. their (line 11)
9. these (line 20)
10. In that case (line 31)
11. This (line 42)
12. this (line 51)

C. Vocabulary (2.5 points)

Complete each space with a suitable word or expression that is similar in meaning to the explanation in brackets. The first letter of each keyword is given to help you. All letters are in lower case. You will need to put verbs in the right tense. You might need to add a preposition. (0.5 points each)

1. Council tax – set on average at £5 a week – **l.....** on the poorest households in England since April last year. (has been charged)
2. Bertrand Traoré will travel with Chelsea's first team to the United States next month after being granted a **w..... p.....** to play in England. (authorisation to have a job)
3. All businesses, whatever their size, should have a carefully considered customer care plan and treat it as a **c..... v.....**. (belief that supports the vision of the company, shapes the culture and reflects what the company believes is important)
4. They enable world-wide marketing of various products - giving rise to complaints of **c..... g.....** of the worst kind. (the transmission of ideas, meanings and values around the world in such a way as to extend and intensify social relations)
5. UK academics have more entrepreneurial **f.....** than their colleagues on the other side of the Atlantic, government research has revealed. (natural ability to do something)

Answers

A.

A good answer will recap the situation briefly, identify the underlying problem and propose an appropriate strategy to overcome it. Content could include:

- The situation took place in Japan.
- The registrants were women but many higher level managers, who were men, were present.
- The event organizer was western and female.
- The fact that the women did not speak openly in front of their superiors, many of whom were men, suggests that there are different attitudes towards hierarchy involved. Unlike western women, Japanese women do not usually contribute to a male dominated group.
- Structural intervention – breaking the large group into smaller ones could overcome the problem.

The text should be clearly written with logical information flow, appropriate vocabulary and structures, and few grammatical errors.

B.

1.	C	8.	their = the women interviewed by Stacy Berdan
2.	B	9.	These = the challenges of overseas postings for women
3.	C	10.	In that case = when executives in some countries are reluctant to accept women as business leaders
4.	A		
5.	A	11.	This = the fact that HR departments are not global and make assumptions
6.	C		
7.	A	12.	this = companies that want to attract the best employees needing to be ready to support and encourage their female executives to work abroad

C.

1. has been levied
2. work permit
3. core value
4. cultural globalization
5. flair