

ENGLISH LANGUAGE EXAM SAMPLE FOR MANAGEMENT and ECTS

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PART 1:

1. Reading comprehension I.

Culture may be defined as the complex system of values, traits, morals, and customs shared by a society. Culture is a powerful operating force that molds the way we think, behave, and communicate. [...] To help you better understand your culture and how it contrasts with other cultures, we describe five key dimensions of culture: context, individualism, time orientation, power distance, and communication style.

High and Low Context:

Context is probably the most important cultural dimension and also the most difficult to define. In a model developed by cultural anthropologist Edward T. Hall, context refers to the stimuli, environment, or ambience surrounding an event. [...] Communicators in low-context cultures (such as those in North America, Scandinavia, and Germany) depend little on the context of a situation and shared experience to convey their meaning. They assume that messages must be explicit, and listeners rely exclusively on the written or spoken word. Low-context cultures tend to be linear, analytical, and action oriented. Business communicators stress clearly articulated messages that they consider to be objective, professional, and efficient. Words are taken literally. Communicators in high-context cultures (such as those in China, Japan, and Middle Eastern countries) assume that the listener does not need much background information. High-context cultures are more likely to be intuitive and contemplative. Communicators in these cultures are implicit and pay attention to more than the spoken or written word. They emphasize interpersonal relationships, nonverbal expression, physical settings, and social context. For example, Japanese communicators might say yes when they really mean no. From the context of the situation, the Japanese speaker would indicate whether yes really meant yes or whether it meant no. The context, tone, time taken to answer, facial expression, and body cues would convey the meaning of yes. Thus, in high-context cultures, communication cues tend to be transmitted by posture, voice inflection, gestures, and facial expression.

Individualism and Collectivism:

An attitude of independence and freedom from control characterizes individualism. Members of low context cultures, particularly North Americans, tend to value individualism. They believe that initiative and self-assertion result in personal achievement. They believe in individual action and personal responsibility,

and they desire much freedom in their personal lives. Members of high-context cultures are more collectivist. They emphasize membership in organizations, groups, and teams; they encourage acceptance of group values, duties, and decisions. They typically resist independence because it fosters competition and confrontation instead of consensus. In group-oriented cultures, such as those in many Asian societies, self-assertion and individual decision making are discouraged. "The nail that sticks up gets pounded down" is a common Japanese saying. Business decisions are often made by all who have competence in the matter under discussion. Similarly, in China managers also focus on the group rather than on the individual, preferring a consultative management style over an autocratic style.

1. What is culture described as in the text?
 - a) The individual customs of each person.
 - b) A set of rules enforced by each country.
 - c) A complicated system of shared beliefs and practices.
 - d) A universal way of thinking and behaving.

2. According to the text, why is context considered the most important cultural dimension?
 - a) It stands isolated from all other dimensions of culture.
 - b) It is unique to Western cultures.
 - c) It heavily influences communication but is hard to define.
 - d) It constantly fluctuates from low to high.

3. In low-context cultures, how is communication typically handled?
 - a) By focusing on nonverbal cues and social settings.
 - b) With an emphasis on indirect communication.
 - c) Through implicit messages relying on shared understanding.
 - d) By making messages clear and explicit, relying on words alone.

4. How do high-context cultures typically convey meaning in communication?
 - a) By relying on words and direct statements.
 - b) Through nonverbal cues and contextual factors.
 - c) Mostly through written contracts.
 - d) By using straightforward and literal language.

5. What attitude characterizes individualism in low-context cultures?
 - a) Group consensus and teamwork.
 - b) Independence and personal responsibility.
 - c) Dependence on organizational decisions.
 - d) Avoiding confrontation and competition.

6. What is emphasized in collectivist cultures according to the text?
 - a) Individual decision-making and independence.
 - b) Competition and confrontation.
 - c) Personal achievements and self-assertion.
 - d) Group values, teamwork, and collective decisions.

2. Reading comprehension II.

Company Structures

Where is the modern company heading?

There are three standard answers to this question. The first is that a handful of giant companies are engaged in a "silent takeover" of the world. The past couple of decades have seen a record number of mergers. Look at how the American multinational company Hershey's has acquired 16 other companies, or how Kraft Foods and Heinz agreed to join forces in early 2015.

The second school of thought argues almost the opposite: the future of modern companies will own no factories, warehouses or any other tangible assets. The world's largest taxi company (Uber) owns no taxis, and the world's largest accommodation provider (Airbnb) owns no real estate. Apps and online services are challenging traditional corporate giants.

The third school of thought says that companies are being replaced by groups of entrepreneurs who market new ideas. Consider the growing number of technology startup companies that are doing something that once seemed unthinkable. Startups find answers to questions such as what product to sell, who to sell to, and how to make money. After developing and validating their business models, they then sell the idea (the company) to the highest bidder and move on to produce another, with the money being supplied all the time by venture capitalists.

Another way to look at the future of the company is to focus on the environment that will determine it. With the rise of digital technologies, every corporation must now become agile and innovative. Although this sounds relatively straightforward, it often is not. Corporations tend to lose their entrepreneurial spirit as they mature, thereby becoming less responsive to changes in the market. As soon as corporations have "forgotten" how to develop and introduce new breakthrough and game-changing technologies, their decline can appear to be inevitable. Companies that are able to reinvent themselves by adopting an entrepreneurial spirit are arguably best-prepared for future challenges and opportunities.

7. Which of the following is an example of the "silent takeover" mentioned in the text?
 - a) A startup company selling its idea to the highest bidder.
 - b) A company that relies solely on venture capital funding.
 - c) A multinational company acquiring several other companies.
 - d) A corporation that owns no physical assets.

8. What does the second school of thought say about the future of modern companies?
 - a) Companies will revert to traditional, hierarchical structures.
 - b) Companies will become giants, owning many factories.
 - c) Companies will focus exclusively on manufacturing tangible assets.
 - d) Companies will own few or no physical assets, relying instead on digital platforms.

9. What characterizes the third school of thought regarding the direction of modern companies?
 - a) Entrepreneurs create and sell innovative ideas, moving from one venture to the next.
 - b) Traditional corporations are investing more in physical assets.
 - c) Large corporations are absorbing small startups at record rates.
 - d) Startups are developing products but never selling them to venture capitalists.

10. What must corporations do to remain competitive in the future, according to the text?
 - a) Increase their bureaucratic procedures to ensure consistency.
 - b) Focus solely on their established products and services.
 - c) Avoid digital technologies to maintain traditional methods.
 - d) Become agile, innovative, and rediscover their entrepreneurial spirit.

3. Reading Comprehension III.

An Attempt of Sustainability in Tourism

Jakes Hotel in Jamaica is one of the world's leading proponents of sustainability, not simply through recycling and encouraging guests not to use all their towels, but instead is fully involved and immersed in its local community and environment. Set on Treasure Beach, on Jamaica's south coast, the hotel began as a restaurant in 1991 and now comprises a collection of 30 rooms, cottages and villas, each individually designed. Nearby, the hotel offers access to golf, fishing, caves and waterfalls, adventure tours, ecotourism and dolphins. The guests are fully involved in the hotel's sustainability mission with a \$1 per night levy and the opportunity to visit the various projects.

As a company, Jakes Hotel has a distinctive view of sustainability. According to the website:

"Sustainability is not just about eco-friendly practices, it is as much about cultural preservation and maintaining what is unique about our community... We believe sustainability is an interactive system between our community and the environment, where each element is cared for and nurtured, so that we can continue to occupy this special place in the world with only positive impact." (www.jakeshotel.com).

The company aims to be a model for future sustainability initiatives in the Caribbean. The BREDS Treasure Beach Foundation works with the local community supporting education, sports, cultural heritage and emergency healthcare. The Foundation is led by volunteers and has completed community projects, including repairing the roof and building classrooms at local schools and building houses for the disadvantaged. One of the Foundation's major projects is the development of the Sports Park. The principle behind the park is that sport can bind a community together. The park was inaugurated in 2010 and when completed it will be a 15-acre park with cricket pavilion, regulation-size soccer pitch, children's playground, and sites for weddings and other functions such as retreats and workshops.

11. How does Jakes Hotel approach sustainability differently from typical eco-friendly practices?
 - a) By offering discounts to guests who recycle.
 - b) By focusing more deeply on community involvement and the environment.
 - c) By using only environmentally friendly energy for its operations.
 - d) By reducing its number of rooms to lower its carbon footprint.
12. What does the \$1 per night levy at Jakes Hotel contribute to?
 - a) Guests' access to eco-tours and environmentally friendly travelling.
 - b) Funding the hotel's maintenance and renovations.
 - c) Supporting the hotel's sustainability projects and initiatives.
 - d) Providing meals made from organic ingredients for guests.
13. According to the text, what does Jakes Hotel believe is an essential component of sustainability?
 - a) Reducing water and energy consumption.
 - b) Providing luxury services with less damage to the environment than other hotels.
 - c) Preserving cultural heritage and maintaining community uniqueness.
 - d) Expanding its business to other Caribbean islands.
14. What is the purpose of the BREDS Treasure Beach Foundation's Sports Park project?
 - a) To attract more tourists to the area.
 - b) To bind the community together through sports.
 - c) To create a venue for international sports events.
 - d) To provide exclusive facilities for hotel guests.

15. What has the BREDS Treasure Beach Foundation accomplished in the local community?

- a) Building a 15-acre park with villas for tourists.
- b) Establishing a new hotel chain across the Caribbean.
- c) Organizing annual music festivals.
- d) Repairing schools and establishing new houses for those in need.

4. Vocabulary task

16. Leaders who recognize talent and hand out the tasks accordingly...

- a. are good delegators
- b. are initiators
- c. have integrity
- d. are thorough

17. If other ideas run counter to our preconceived thoughts, we tend to (...) speakers and thus fail to receive their messages.

- a. threaten
- b. tune out
- c. engage in
- d. prevent

18. To avoid the impression of (...), it's important to explain any frequent changes in jobs on your résumé.

- a. steady career growth
- b. conventional wisdom
- c. job hopping
- d. extensive experience

19. During the interview, the hiring manager will (...) to ensure they match the job's expectations.

- a. promote your qualifications
- b. weed out all candidates
- c. enable your leadership skills
- d. assess your abilities

20. Over time, plastic materials in the ocean can (...) because of the sun into smaller particles.

- a. photodegrade
- b. float
- c. accumulate
- d. discard

5. Grammar Task:

21. *Pick the question that fits the answer:*

'(...)'

'Simone's team. They are the best.'

- a) Which did the team win the competition?
- b) Which team did the competition win?
- c) Which team won the competition?
- d) Which competition did the team win?

22. Why (...) the users to register themselves?

- a) forbids the administrator
- b) the administrator forbids
- c) does forbid the administrator
- d) does the administrator forbid

23. I stepped out of the building, and my car was nowhere. I found out that it (...) by the authorities.

- a) was removing
- b) had been removed
- c) has removed
- d) has been removed

24. I had my phone turned off. I (...) when you called. It went pretty well, I think.

- a) am being interviewed
- b) was being interviewed
- c) was interviewed
- d) have been interviewed

25. Ella had to learn the language quickly, so she tried (...) YouTube videos to see if that can speed up the process.

- a) watch
- b) to watch
- c) watching
- d) to watching

26. She strongly objected (...) our youngest son to a boarding school.

- a) to sending
- b) send
- c) to send
- d) sending

27. I don't mind (...) because I know how these things go.

- a) wait
- b) waiting
- c) to waiting
- d) to wait

28. 'I can't make it on Thursday. I (...) someone at 5.00. Sorry.'

- a) going to see
- b) 'm seeing
- c) will see
- d) see

29. One of you (...) the wrong PIN code three times, and now my phone is locked.
- a) have been entered
 - b) have entered
 - c) has entered
 - d) did entered
30. Well, guys, I know this is not something you enjoy, but you have to make (...) this time if you want better results.
- a) priority
 - b) an effort
 - c) a risk
 - d) research

PART 2: Speaking

The candidate randomly picks a card from the table. Each card has a topic and a set of questions:

TOPICS:

Job Interviews
Intercultural Communication
Professional Behaviour
CVs and E-mails
Negotiations and Listening Skills
Company Structure / Management Styles
Working Conditions
Customer Service
Stress Management and Work-Life Balance
Sustainability

Example of a set of questions:

Customer Service:

1. Talk about the 4 Ps of marketing and the additional 3 Ps.
2. Talk about the 4 Cs of customer satisfaction and their importance.
3. What is the difference between customer satisfaction and customer delight? Give examples.
4. Talk about different kinds of segmentation.
5. How would you advertise a pack of coffee differently for actualizers, believers, and strugglers?

Assessment:

- **Part 1:**
30 multiple choice questions (Reading comprehension / Vocabulary / Grammar) → 30 points
 - 0-14 overall correct answers: FAIL
 - 15-30 overall correct answers: PASS

- **Part 2: (Only available if Part 1 results in PASS)**
5 questions (Speaking)
→ 30 points:
 - 10 points for Content (Relevance and Quality of Answers)
 - 10 points for Language (Grammar and Vocabulary)
 - 10 points for Communication Skills (Fluency, Pronunciation, Style, Interaction)

Source material to prepare for the exam:

Maior Enikő, Szabó Roland-Attila. *Partium Language Exams – English Language – 10 topics for students with specialisation in Management and Economy of Commerce, Tourism, and Services*. Partium Kiadó, 2024

(The book is available at the Partium Language Center)