

SCT “Linguatest”. Business English

READING

The Reading section lasts approximately 60 minutes. It consists of forty-four questions and includes three parts. Each part of this section incorporates Use of English questions thus testing the candidate’s grammar and vocabulary skills along with the ability to use various reading strategies. The Reading section includes multiple-choice, open-cloze, and gap-filling questions. All the tasks are based on authentic materials relevant to business communication.

Duration: 60 minutes

Number of parts: 3

Number of questions: 44

Points: 100

PART 1

For **Questions 1–6** read the texts and decide which option (A, B or C) best answers each question.

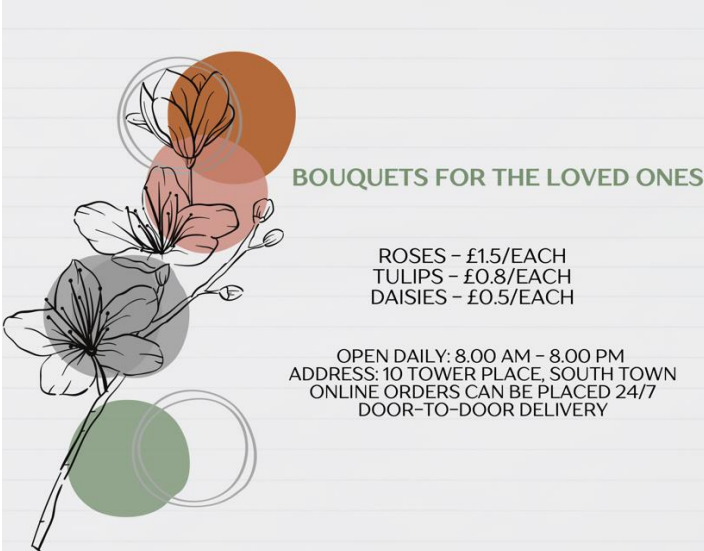
Text 1



Question 1. To be on time at the theatre means to arrive at a:

- A. quarter to seven
- B. quarter past six
- C. quarter to eight

Text 2



BOUQUETS FOR THE LOVED ONES

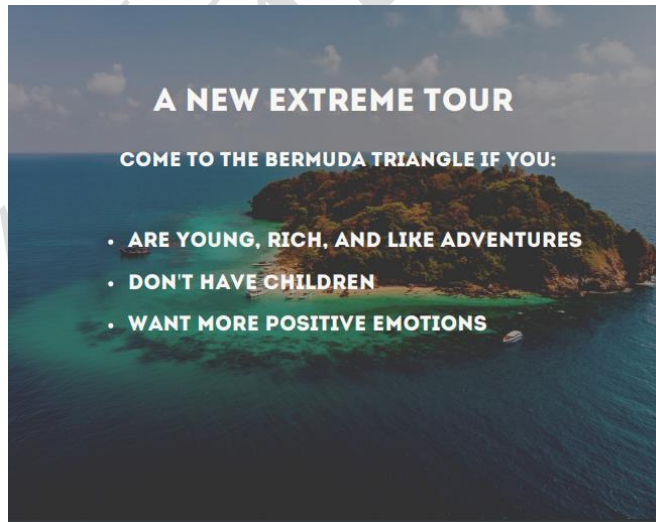
ROSES – £1.5/EACH
TULIPS – £0.8/EACH
DAISIES – £0.5/EACH

OPEN DAILY: 8.00 AM – 8.00 PM
ADDRESS: 10 TOWER PLACE, SOUTH TOWN
ONLINE ORDERS CAN BE PLACED 24/7
DOOR-TO-DOOR DELIVERY

Question 2. The announcement is about:

- A. a flower market
- B. an internet shop
- C. a street flower seller

Text 3



A NEW EXTREME TOUR

COME TO THE BERMUDA TRIANGLE IF YOU:

- ARE YOUNG, RICH, AND LIKE ADVENTURES
- DON'T HAVE CHILDREN
- WANT MORE POSITIVE EMOTIONS

Question 3. The Bermuda tour best suits someone who:

- A. can leave kids with a nanny
- B. is a middle-aged active person
- C. wants to try something new and exciting

Text 4

Mark's final marks

Maths - *very good*
 Physics - *very good*
 Chemistry - *very good*
 Geometry - *good*
 Foreign languages - *poor*
 History - *poor*
 Literature - *poor*

Teacher is waiting for parents

Question 4. At school, Mark's parents will hear that:

- A. Mark has talent in all subjects
- B. Mark is a good boy
- C. Mark has problems with some subjects

Text 5

Dear clients,

This is to tell you that the new bank service will

- **Keep your money safe**
- **Make it easier to take money from a bank**
- **Give you more information about the way money works**
- **Give advice**

Question 5. In the message, the bank:

- A. tells about a programme that helps to become rich
- B. offers a good new programme
- C. gives advice on how to keep money safe

Text 6



PARKING RATES

**MON-FR: 7.00 AM - 9.00 PM
£2.5/HOUR**

OTHER HOURS £1

SAT-SUN £1/HOUR ALL DAY LONG

**FREE PARKING FOR PEOPLE WHO LIVE NEAR (ID WITH
RESIDENTIAL ADDRESS IS NECESSARY)**

Question 6. Drivers who park their cars:

- A. pay the same rates at all times
- B. pay nothing if they live in the area
- C. pay less if they always park there

For **Questions 7–13** read the letter and think of **ONE** word which best fits each gap. The first question (0) has been completed for you as an example.

FROM THE DESK OF

ANDREW JACOBS

Dr. George Brown
 Director of Personnel
 Urbana School District 116
 1602 South Anderson Street
 Urbana, IL 61801

(0) Herewith I send an application letter and curriculum vitae (7) _____ response to the advertisement that appeared in the March 10 Champaign News Gazette.

I had experience (8) _____ the past five years as a middle school English teacher (9) _____ Mercer International Middle School in Seattle, Washington. In that position I developed a method (10) _____ make my instructions different to meet every student's needs and increase their level (11) _____ literacy.

There are extra files attached to this email which will provide you (12) _____ additional details about my qualifications. I have completed your online application form and would be happy to provide all the other information you may need and can be available for an interview at your convenience.

Thank you for your consideration. I look forward (13) _____ hearing from you.

Yours sincerely,

Andrew Jacobs



Read an extract from a newspaper article and 6 passages from the correspondence column. For **Questions 14-17** match each part of the article to the passage (**A-F**). There are two extra passages.

HOME SWEET HOME

The perfect place for gardens and gardeners

No matter what house you have – a cozy country house or a high-tech cottage – “Paradise Gardens” has it all. It is the largest-ever specialized market that can help you turn your suburban area into a blooming plot of land. The market space has four main sections. Today we invite you on a trip around the market to find everything that you need.

Amy Smith, reporting from “Paradise Gardens”:

Question 14 **Part 1** **Passage**

The **Plants** section is on the first floor of the market. Every plant on sale is grown with great care and knowledge of local nature. Apart from potato and carrot seeds, gooseberry plants and apple trees typical to our area, there are exotic samples such as orange and tangerine trees. They survive freezing temperatures, dry summers, and rainy springs. They say that such plants don’t require special care and can be grown by anybody. There are different prices for any budget.

Question 15 **Part 2** **Passage**

Tools – the most important section of the market – is on the ground floor. The variety of tools on display is surprisingly large – there are so many new electronic devices. Tools that can help with hard garden work are the most expensive, but I immediately bought a cultivator and a weed remover and already said “goodbye” to the pain in my back. There are mechanized tools for every type of work!

Question 16 **Part 3** **Passage**

If you haven’t built your dream house yet, come and see the projects in the **Buildings** section. It was impossible to fit a large house into a small plot of land. But now with new technologies, you can organize any open space effectively. You can remodel your house to make it more comfortable. A country house can become a city-type living space with water supply, heating, and bathrooms. You can choose from the ready-made projects or order one to be made especially for you.

Question 17 **Part 4** **Passage**

Other goods will help you make your house feel like a home. In this section, you can find napkins, dish soaps, and glass cleaners that are much cheaper than in other shops. It is very convenient that you can find all the necessary dishes and furniture, supplies and appliances in one place. I was looking for a manual coffee grinder and found one easily. There are many manual devices for regions where electricity is not stable.

Correspondence column:

Passage A: I am a pensioner, and I travel a lot. It is my hobby to bring unusual plants from everywhere. Last time, I brought a new kind of strawberries. They need great care; I tell you. In order to remove weeds and water my strawberries, I bend down to the ground, and my knees hurt so much afterwards! I hope my garden will no longer cause me such suffering!

Passage B: I bought a plot of land two years ago and it is still empty. We don’t even have the money to build a house. My whole family are historians, and we are interested in the history of plants and not gardening. Did

you know that there are 30,000 species in the vanilla family? I wonder if anybody has ever tried to grow vanilla in our area.

Passage C: A few years ago, I bought a cottage in a quiet area. I was hoping to spend my free time in peace. But I was surprised when I first heard about this market. I didn't expect it to cause so many problems for us. Now hundreds of cars and trucks pass by our windows, the noise keeps us awake at night, the smell of petrol pollutes our air and plants.

Passage D: I like to grow vegetables from seeds. I start every new season in February when I put tomato, pepper, and corn seeds in boxes and cups. You might remember it was cold in June last year, so when I moved my eggplants to the soil, all the plants died. It is lovely to know there is a place where professionals can help and supply more region- specific plants!

Passage E: Our house is quite large with two floors, six rooms, a kitchen, and two bathrooms. My husband is planning to add a garage. And I want a terrace with French windows for family gatherings. I would like to make it cozy, so I want to buy all sorts of pillows, coverings, and vases. All this means more cleaning. We also need outdoor lamps for our playground.

Passage F: I am a professional constructor, so I put up my 200-square-metres house with no help. It was 20 years ago, and as technology was not very advanced, I couldn't place a kitchen or a toilet inside the house. I no longer find it comfortable, so it is good that there are experts at the market who know how to add facilities and design the projects that their clients need.

PART 2

For **Questions 18–24** read the text below. Change the given word to fit the text.

<p>In mid-November 2021, Portugal made it (18) _____ for bosses to contact (19) _____ after work.</p> <p>According to the new Portuguese bill, employers will also need to cover overtime hours even if employees can receive money for them and make them take the leave.</p> <p>A survey by (20) _____ outplacement firm Challenger, Gray and Christmas revealed that a large percentage of North American managers contact their employees after hours, and 28.57 per cent of them expect a response within a few hours.</p> <p>As a result of such (21) _____, many people, particularly those working remotely, report that they work longer hours than before, and this has affected them both physically and psychologically. The inability to detach from a work-life integration leads to emotional and physical tiredness, which ironically destroys engagement and (22) _____, despite the longer hours.</p> <p>Perhaps the solutions lie in the hands of each leader. Leaders need to create a sense of psychological safety that lets their employees feel trusted to get their work done. Some leaders are now including a (23) _____ in their email (24) _____, so they have the freedom to work when it is convenient for them and at the same time respect the well-being of others.</p>	<p>LEGAL EMPLOY</p> <p>EXECUTE</p> <p>PRESS</p> <p>PERFORM</p> <p>CLAIM SIGN</p>
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Based on *The European Business Review*

For **Questions 25–30** read the text and answer the questions below. There is only one correct answer to each question.

The Unequal Geography of the Gig Economy

- A. When Terrence Davenport first heard about the so-called gig economy, he was working at a free-meal program in his hometown of Dumas, Arkansas, a tiny village near cotton fields. Around 40 percent of Dumas’s 5,000 residents lived in poverty. “What did you eat today?” Davenport would ask kids he passed on the street. Often it wasn’t much, and he invited them to have a free meal. But what he really wanted to do was solve the deeper problems that made them hungry.
- B. It was 2014, still the early days of Uber and Airbnb, and Silicon Valley was promoting the idea that its “gig economy” – which used digital technology to connect workers with projects – could solve the United States economy’s problems. “In many ways, we look at Uber as the safety net for a city,” then Uber CEO Travis Kalanick said on a conference stage in 2016. He asked the audience to imagine that a factory had closed down. What would happen to those workers? “They can push a button and get to work.”
- C. A San Francisco non-profit organization called Samasource wanted to test the idea in Dumas. It already hired extremely poor people in East Africa and India to complete online projects for tech companies like Google. Samasource hoped the gig economy could create similar opportunities for the unemployed in Dumas. It called the idea “Samaschool” and had chosen Dumas, along with Merced, California, to test the program; in Dumas, the local school district’s *outgoing* superintendent, Mr. Winchester was in charge. During his three-year posting at the Dumas district, Mr. Winchester had sat in on Sunday-school classes

taught by Davenport and was quite impressed by what he saw. Before his time at Dumas district came to an end, Mr. Winchester had recommended Davenport to run Samaschool.

- D. For a small town, attracting businesses, developing start-ups, and retraining workers for local jobs can be slow. In Dumas, Samaschool hoped it could avoid these workforce-development challenges by connecting residents, through the internet, to gigs that had been created elsewhere.
- E. Research, data entry, and customer service – all work that was available on online freelancing websites — didn’t require college degrees or trade skills. All Dumas residents needed, the thinking went, was some instruction about self-promotion and digital literacy, and an internet connection. An 80-hour program to teach all this would last 10 weeks. Around 70 Dumas residents applied. Davenport chose 30 of them. The Dumas program quickly attracted attention both locally and nationally. But as he started teaching, Davenport knew almost instantly that the gig economy wasn’t going to provide the easy solution to unemployment that had been promised – at least, not in Dumas.
- F. At the end of Davenport’s first course, the feedback was all the same: “This is a nice platform and all, but we’re spending a lot of time working on it without getting paid. Where are the jobs?” So, Davenport and Samaschool *pivoted*. They thought students would win more gigs if they had been trained for specific ones. So, for the second group, Davenport taught students not only how to use Upwork and promote themselves, but also how to do work in areas like customer service, social-media marketing, and virtual assistance (helping clients manage their email, calendars, and errands from afar).
- G. Still, only two people found digital work. For the third group, Samaschool narrowed the curriculum to one skill: social-media marketing. The field paid fairly well and favored native English speakers. But it also required constant creative thinking and perfect grammar. “We’ve been doing physical labor,” Davenport told me, “where you get a job and do what your boss tells you.” Marketing didn’t agree with most of his students’ past experiences, and the training wasn’t enough to deal with it successfully; only one student found gig-economy work.

From The Atlantic

QUESTIONS

25. How was Terrence Davenport helping the people of his hometown?
- By solving the short-term problem of hunger.
 - By looking for long-term solutions to poverty.
 - Both answers are correct.
26. According to Travis Kalanick, what is the greatest benefit of the gig economy?
- It helps relocate fired workers to a new job.
 - It makes the job market accessible to all.
 - It provides more jobs for IT specialists.
27. What does the word “outgoing” (Paragraph C) mean in relation to the school district’s superintendent?
- It refers to the superintendent whose term is about to run out.
 - It means that the superintendent got fired from his job.
 - It hints at the fact that the superintendent is a people person.
28. What is a Samaschool applicant required to have?
- Previous job experience
 - A valid college degree
 - Access to the Internet

29. What does the word “pivoted” in Paragraph F refer to?

- A. Davenport accepting the failure of Samaschool.
- B. Davenport switching up Samaschool’s focus.
- C. Davenport accepting more applicants to Samaschool.

30. What does Davenport believe is the reason why the Samaschool social-media marketing program failed?

- A. The students were not registered on social media platforms.
- B. The social-media marketing jobs were not paid well enough.
- C. The students were not used to having creative freedom.

ССТ «ЛІНГВОТЕСТ»

PART 3

For **Questions 31–38** read the text and fill in each gap with **NO MORE THAN ONE WORD**.

Choosing the right successor can make or (31) _____ the future of your business. The one who's next in (32) _____ of succession should have long-lasting passion for the work, the company's respect and the expertise needed to maximize profits and promote business longevity. Can your successor make the tough decisions you may have struggled with in the past?

Truth be (33) _____, an effective succession plan ensures the company remains a thriving enterprise. When evaluating potential successors, you should first analyze your (34) _____ role by assessing the crucial aspects of running your business and what specific skills and qualities are needed for success.

When it (35) _____ to a family business, often an adult child or other family member is the common choice to lead. A strong succession plan clarifies this person's responsibilities as well as the roles of other family members. It's important for everyone to understand their value. If it is clear, a family member may not be the one to take (36) _____, you will then need to weigh other options, such as team members and external candidates.

An effective succession plan creates a structure the business can follow through the transition. A company's mission (37) _____ creates a starting point that commits all stakeholders to staying on the same page. It should include company core values, goals for the transition and established responsibilities.

When leaving your company to heirs, there are many methods to minimize taxation. One of the most effective is a family limited partnership. A Family Limited Partnership (FLP) can help facilitate the business succession and possibly save money on taxes. Each family member owns shares and has voting (38) _____ in proportion to their holdings.

From Kiplinger

You are going to read a text about business in the post-pandemic era. Six paragraphs have been removed from the text. For **Questions 39–44** choose the paragraph which best fits each gap. There are two extra paragraphs.

Strategic Drivers for the Post- Pandemic Era

Business news coverage includes dozens of new products and technologies which should not be ignored. Yet, the increasing volume of this critical information leads to most business leaders having no choice but to ignore it. Doing so results in stagnation and uninformed strategic planning. In these times of constant swift change, keeping up to date is highly problematic and may leave some organizations behind.

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A VUCA world is a shift in kind rather than degree. Tried and tested approaches cannot simply be updated, they should be altogether replaced. Even as strategic decisions become increasingly short-lived, the rules of strategy are being constantly rewritten. As exponential technologies become a reality, they empower new consumer behaviors and business models.

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Strategy scholars have espoused two key schools: the positioning and the resource-based. The positioning school instructs companies to position themselves in an attractive industry, establish a competitive focus through differentiation or low cost, and operate a coherent value chain. According to the resource-based school, companies should cultivate unique resources and capabilities to develop a durable competitive advantage to best their competitors.

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Successful companies such as Alibaba and Amazon operate dozens of business models across multiple industries at the same time: business-to-business, business-to-consumer, and consumer-to-consumer; domestic and international; they sell other companies' products as well as their own; they are active in retail, logistics, cloud computing, warehouse management solutions, etc.

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In a VUCA competitive landscape, competitive advantages are no longer durable. They are, at best, transient. Product development can be crowdsourced, manufacturing outsourced to the likes of Foxconn, retail via Amazon, and logistics handled by FedEx or UPS. None of this requires large capital expenditures and can be accessed even by the latest startups. In fact, capitalism is becoming decoupled from physical and financial capital. When resources become widely available, they no longer offer a durable competitive advantage.

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The organizations that best cope with the uncertainty of ultra-rapid change, do so by intelligently coordinating a broad range of skills. For example, they combine the skills of humans and machines and coordinate tasks that cater to their strengths, as Amazon does in its warehouses where Kiva robots collaborate with human workers.

44	
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Today's organizations have access to unprecedented amounts of data. This information can provide unique insights, but it's impossible for humans to parse such enormous datasets on their own. Organizations can use machine-learning algorithms (or AI) to process these vast stores of data into a meaningful analysis. Nowadays most applications only use the simplest form of learning and automation. Nonetheless, Learning Systems allow companies to make decisions that are not only faster and more accurate, but also continuously become even faster and more accurate.

PARAGRAPHS

<p>A. As organizations experience the rapid pace of technological transformation of the post-pandemic era and as their go-to principles of strategy are being updated, they look for new solutions. In rapidly changing environments, where business models have a short lifespan, companies need to continuously look to the future. This explains a growing interest in foresight among both scholars and practitioners.</p>	<p>E. Some companies engage in open innovation – using knowledge and resources that are internal as well as external (e.g., consumer feedback, competitors, universities), as Lego does when it invites its customers to suggest ideas for new products. The intelligent coordination of a broader range of skills allows outcomes that are not simply better, but otherwise altogether impossible.</p>
<p>B. Traditional businesses create value for shareholders, disregarding the costs for other stakeholders. For this reason, trust in business is declining. The majority of respondents to the Edelman Trust Barometer 2020 believe that “capitalism as it exists today does more harm than good in the world.” Many companies embrace a purpose, what EY and Harvard Business Review define as “an aspirational reason for being which inspires and provides a call to action for an organization...and provides benefit to society.”</p>	<p>F. For effective foresight, understanding drivers is paramount. Trends continue only if the underlying conditions that triggered them – the drivers – are still active. Drivers allow broad general directions to be investigated to inform strategy formulation. That’s how CLEVER helps decision makers take strategic action now and in the future.</p>
<p>C. Even as Apple and Google compete over mobile operating systems, Google pays Apple \$12 billion per year to remain the default search engine on Apple’s browser Safari, while Apple lets its users access Google’s apps and rents Google’s cloud for its iCloud service. Apple and Google surely compete, but they also need each other in order to thrive. So, the relationships among nodes are not strictly transactional, but complex and multifaceted.</p>	<p>G. The pillars of the positioning school have seemingly become less critical to success. Prof. Porter himself acknowledged that, as smart connected products shift the basis of competition from single products to broad systems of value creation of which a firm is one of many elements, the boundaries of industries expand. As a result, “competitive advantage no longer comes from low cost or product differentiation,” but from perfecting business models that can deliver ever evolving, customer centric, value propositions.</p>
<p>D. The post-pandemic era is subject to extremely rapid change, characterized by increasing volatility, uncertainty, complexity, and ambiguity (VUCA). In the past 50 years, the average lifespan of a business model has dropped from 15 years to less than five. The COVID-19 pandemic has exacerbated this trend.</p>	<p>H. While in academic debates the resource approach is now dominant, in managerial practice the two approaches complement one another. Yet, as the post-pandemic era shapes different competitive landscapes, both positioning-based and resource-based principles are increasingly insufficient to guide strategic decisions.</p>

From The European Business Review

WRITING

The Writing section lasts 65 minutes. This section consists of two parts. Each candidate can decide how much time should be allocated for each part. It is however recommended to spend approximately 20 minutes on Part 1 and the remaining 45 minutes on Part 2. The Writing section includes tasks specific to written business communication.

Duration: 65 minutes

Number of parts: 2

Points: 100

PART 1

Read the text below and write a reply answering the questions in the email.

Dear Alex,

I am planning to visit the Business and Management Book Fair that is taking place in our business center this week. Our company is not participating in the Fair, but we have been encouraged to go all the same.

I hear your department took part in it last year. Could you give me advice on what pavilions and presentations I should visit? Will any of your colleagues be at the Fair?

If you are planning to go to the Fair this year, I would love to meet up with you.

I will be looking forward to your reply.

Sincerely,

Roy Peters

Write a reply to Roy and include the following details:

- A brief description of the Fair
- Recommendations on the pavilions and events to visit
- Colleagues to network with

Recommended length **120-150 words**.

PART 2

There are two options in this part of the Writing section. Choose one and complete the task. Use appropriate register for the task.

1.

The managing director would like to introduce a flexible work-week model for his employees. You work at the department where the model has successfully been trialed. So, he asked you to **write a report** that will help with the implementation of this model at the entire company.

Include the following information in your report:

- the resources which are needed to make a switch to the new model
- the departments which could function within the new model
- the benefits that this model will bring the company.

Recommended length **240-260 words**.

2.

Your company is preparing to launch a new IT system supporting corporate communication.

You were asked to **write a proposal** for the transition to the new services.

Cover the following points in your proposal:

- the currently used communications system
- the services which can be seamlessly replaced with the new system
- the benefits of transitioning to the new IT system.

Recommended length **240-260 words**.

LISTENING

The Listening section lasts approximately 35 minutes. There are three parts in this section with tasks based on dialogues and monologues. This section consists of multiple-choice, sentence-completion, and gap-filling questions. All the tasks are based on General English and Business English materials.

Duration: 35 minutes approx.

Number of parts: 3

Number of questions: 33

Points: 100

PART 1

You will hear six short dialogues. For Questions **1-6** choose the answer A, B or C which fits best according to the dialogue. You will hear each dialogue once.

1. What is Mary doing after work?

A: She is going to see her mother.

B: She is doing sports.

C: She is going to a restaurant.

2. What are Lydia and Susan doing today?

A: They are going to the museum.

B: They are going to the cinema.

C: They are staying at home.

3. What happened to Jane's homework?

A: She did not do it.

B: She forgot it at home.

C: She did it badly.

4. What is the weather like today?

A: It is cold.

B: It is raining.

C: It is hot.

5. Why is Ellen angry at Cynthia?

A: Cynthia forgot about Ellen's birthday.

B: Cynthia did not call Ellen.

C: Cynthia did not keep Ellen's secret.

6. What time does Professor Walter's lecture start?

A: Five o'clock.

B: Quarter past five.

C: Five thirty.

You will hear an interview. For Questions 7–12 fill in the gaps with NO MORE THAN TWO WORDS AND/OR A NUMBER. You will hear the interview once.

THE HARVEST FESTIVAL

Organized by	The Franklin Parks (7) _____
Celebrated since the year	(8) _____
Meaning of event	Celebrates the first Indiana (9) _____
Traditional fair food	Hot dogs and cotton (10) _____
Most exciting ride	Ferris (11) _____
Likely number of visitors	Over (12) _____ people

PART 2

You will hear a two-part business presentation. Each part has its own set of questions. For Questions **13–17** choose one correct answer to each question. You will hear the first part of the talk twice.

- 13.** Mr. Doerr's donation is
- A. the biggest-ever sum invested in a school foundation
 - B. a regular practice for graduates of sending gifts to universities
 - C. a gift underrated by the Chronicle of Higher Education
- 14.** Jeff Bezos provided \$10 billion for the Bezos Earth Fund:
- A. by organizing a fund raiser
 - B. by redistributing Amazon's profits
 - C. from his personal savings
- 15.** When it comes to Amazon, the climate advocates
- A. recognise its business success
 - B. criticise its business activity
 - C. encourage it to act on their side
- 16.** The most harm to biodiversity is caused by:
- A. global warming
 - B. motor car drivers
 - C. the food industry
- 17.** While discussing the Bezos Earth Fund, the pessimists
- A suggested it was a waste of money
 - B considered the initiative to be poorly planned
 - C proposed to wait for the results

Listen to the second part of the presentation. For Questions **18–23** fill in the gaps with **NO MORE THAN THREE WORDS AND/OR A NUMBER**. You will hear the second part of the story twice.

- 18.** A \$500-million donation from the former New York mayor was supposed to pay for the termination of the _____.
- 19.** In David Callahan's view, donations should be used first to influence public opinion, so it forces _____ into action.
- 20.** Mr. Majumdar, who gained a reputation in the _____ approved of the financial support from the fossil fuel industry.
- 21.** Even though Mr. Doerr's firm invested a lot into the clean energy business, the _____ in the early 2000s led to a mass failure of these companies.
- 22.** The Giving Pledge was supposed to convince rich people to give up their wealth while they were still alive or in their _____.
- 23.** The university had an extra \$590 million, a part of which was assigned for the construction of _____.

PART 3

You will hear a talk on corporate social responsibility (CSR). For **Questions 24-33** fill in the gaps with **NO MORE THAN THREE WORDS AND/OR A NUMBER**. You will hear the talk once.

Does Corporate Social Responsibility Really Work?

Current adherents to CSR programs

Goldman Sachs and the International Finance Corporation allocated \$1.45 billion to **24** _____ businesses in **25** _____.

Business Roundtable statement: companies don't exclusively serve shareholders but customers, employees, communities.

CSR programs: pros and cons

Stephen Hahn-Griffiths, the Reputation Institute: 40% of corporate reputation comes from the corporate responsibility. Survey reveals: for a company, a good name is a **26** _____ of its total value of shares.

Negative cases: 2010, Campbell Soup reduced salt amounts in its soups → decision eventually cancelled after a drop in sales.

From false to real CSR

"Greenwashing" practice: when a company pretends to look **27** _____ conscious when in reality it isn't.

CSR for HR

Rebecca M. Henderson, Harvard: CSR significantly influences the **28** _____. Real goals which sometimes cut down profits reach the deepest emotions of trust and engagement.

CSR affects hiring esp. among younger specialists. Eric Johnson, Indiana University: **29** _____ affects recruitment with half of all interviews mentioning the company's efforts to make the world a better place.

Newly graduated MBAs are unlike previous generations who used to differentiate work from private life and values, the borderlines **30** _____.

CSR helps businesses survive: a 2018 case with Johnson and Johnson → was accused of distributing

31 _____ with asbestos, acquitted for its commitment to **32** _____ and its patrons.

Conclusion

Two viewpoints continue to exist:

1) of Milton Friedman on enterprises acting exclusively to make money as well as of Samuelson on companies thinking CSR programs are sufficient though they don't change much;

2) of Samuelson's opponents emphasising the implementation of the CSR metrics into

33 _____. All in all, CSR programs are part of investment processes, business activities and business education.

SPEAKING

The Speaking section lasts approximately 20 minutes. It consists of two parts. Part 1 includes a series of questions on general and business topics, as well as a business discussion topic. Part 2 is more business-specific and requires a candidate to provide extended commentary on a presentation.

Duration: 20 minutes approx.

Number of parts: 2

Points: 100

PART 1

In the first part of the Speaking section, you will be offered a series of questions about you, your personality, your daily life and education. In **Question 7** you will be given a discussion topic that requires a more detailed answer.

1. What is your job?
2. How do you usually spend your weekends?
3. What goods do you prefer buying online?
4. How often do you use a mobile phone at work?
5. What qualities should a manager have?
6. What are the benefits and drawbacks of working in your professional field?
7. You have **2 minutes** to prepare your comment on the following topic:

Experts believe that after the pandemic many small businesses survived due to their loyal customer base, adaptability to new conditions, and mutual support between owners and staff. Do you agree with this statement? What other factors can help a small business stay afloat? To what extent are small businesses important for the economy?

PART 2

Look at the slides from a presentation about a real estate company. Based on the information in the slides:

- Summarize the company's goals and achievements in the given time period
- Analyze and comment on what makes this company different from others
- Explain how this company can remain viable

You have **4 minutes** to prepare your answer and **4-5 minutes** to speak.

