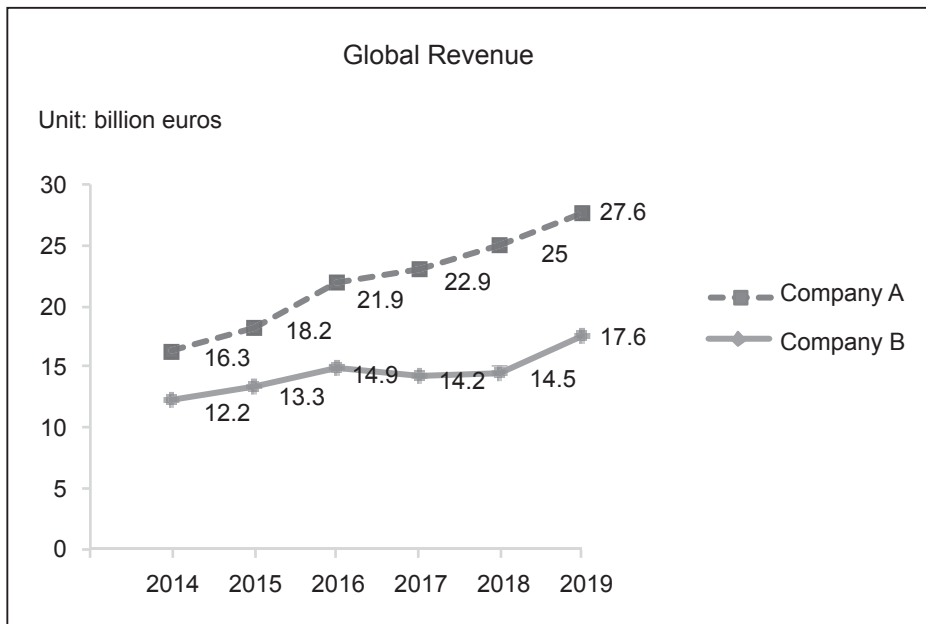


Part I Oral Communication

Task 1

You are going to read a line chart about the global revenue of two sporting goods manufacturers from 2014 to 2019. After that, you will be asked five questions. You should give brief answers. You will have 90 seconds to read the chart and you must answer each question within 15 seconds after you hear a tone.



Task 2

You are Henry Chen, a marketing manager. You are going to reply to a voice message about a trade fair from the vice president of your company, Joe Solis. You will listen to the voice message **TWICE** and you may take notes while listening. After that, you will have 60 seconds to prepare and 60 seconds to give your reply.

In your reply message you should:

- show your excitement about the news;
- propose a solution to Joe's concern;
- answer his question.

Task 3

You are Monica Zhang, a personal assistant at I-link Tech. Your company is planning to book a venue for the annual conference. You are going to hear a talk about Garden Hotel, and then report the main points of the talk to your manager, Ryan Walker, to help him understand the talk's main ideas. Remember that your manager has not heard the talk. You may take notes with the help of the following outline.

You will hear the talk **ONCE** only. After the talk, you will have **90** seconds to prepare and **90** seconds to speak.

Garden Hotel

Introduction of the hotel

1. _____

2. _____

Advantages of the hotel

3. _____

4. _____

5. _____

Task 4

You are Piper Wang, a team leader in the Product Design Department of Spark Tech. Your department has recruited two paid interns. Make a request for the interns to the manager of your department, Victor Dickenson, at a routine department meeting. Your aim is to have the two interns work for your team. You should cover the following points:

- heavy workload of your team;
- need of new ideas;
- promise of better work performance of your team.

You will have **90** seconds to prepare and **60** seconds to speak.

Part II Written Communication

Task 1

You will hear two presenters talking about B-Best, a virtual reality headset, to their colleagues in a meeting.

Listen and complete the minutes by filling in the blanks. Write only **ONE** word or number you hear in each blank.

You will hear the talks **TWICE**.

Minutes	
Date	Feb. 22, 2021
Place	Conference Room 1
Presenters	<ul style="list-style-type: none">• Naomi from the (1) _____ Department• Bash from the Research and Development Department
Positioning	B-Best: <ul style="list-style-type: none">• The company's (2) _____ product• The new generation of virtual reality headsets
Unusual experience	<ul style="list-style-type: none">• The sense of being in a (3) _____ world• A high degree of (4) _____
Price	Around (5) _____ dollars
Design	<ul style="list-style-type: none">• Allow (6) _____ to be used• Detachable and adjustable (7) _____• The headset can be put on easily• Two OLED (8) _____:<ul style="list-style-type: none">- distance between the two can be controlled and adapted for different face (9) _____• A wireless game controller• A touch controller• (10) _____ with Windows 10

Task 2

Read the following passage about Apple's bold business experimentation and answer Questions 1–10.

Bold Business Experimentation of Apple

Paragraph 1 Apple's success: a puzzle to experts

(1) As Apple ventured into new businesses and faced an ever-increasing number of fierce competitors, the roots of its success puzzled many industry experts and technology pundits. (2) The more reasons they considered, the more confused they got.

Paragraph 2

(1) The company often defied conventional business logic and was not afraid to experiment outside its core markets. (2) A towering example of Apple's boldness was the decision to move into retail. (3) Now that there are hundreds of Apple Stores worldwide, it's hard to recall how controversial the entire idea was at the time. (4) Not only was the company's first store opened in May 2001, just as the "technology bubble" was bursting, but it followed on the heels of similar attempts, most notably the computer company Gateway, that had spectacularly failed. (5) Apple Stores of course were to be created with the same painstaking focus on detail that characterizes all the company's products (and hence were expensive ventures): As indeed they are Apple products, not simply outlets for purchasing them. (6) Thus, they occupy prime real estate in upscale malls and/or freestanding locations and are considered "architectural statements."

Paragraph 3

(1) Yet at the time this move was being finalized, stores, any stores, derided as physical "bricks," were, experts assured us, to succumb to Internet "clicks," and Dell's endlessly praised Web-based sales approach was considered the best practice. (2) That Internet-based model allowed customers to create their own products by providing various combinations that could be swiftly built and shipped through the firm's super-efficient manufacturing and delivery processes. (3) Along with analysts and business pundits, the magazine *BusinessWeek* was a strong advocate for Dell's model:

Paragraph 4

(1) *By 2002, Dell offered a full line of desktops, notebooks, workstations, and servers, in addition to software, service, and support.* (2) *The company had \$31.9 billion in sales, approximately half of which was generated by its website.* (3) *Dell executives attributed their success to the company's distinctive business model, which centered on direct sales and built-to-order manufacturing.* (4) *Dell needed only 36 hours after taking an order to ship a computer out the door...* (5) *Customers could use Dell's website to design the exact configuration of hardware and software that they required and find out immediately how much it would cost.*

Paragraph 5

(1) By contrast, customers visiting an Apple Store found products already configured at prices distinctly higher than those at Dell's website (and elsewhere); there were no workstations and servers, and limited software for sale. (2) There were, in fact, not that many products at all. (3) Tech repair and support were provided by "geniuses" at a "bar" within the store, an approach that eventually proved its worth but definitely was considered quirky at the time. (4) Also at the outset of this adventure in retail, there was no iPod mania to attach to—the iPod debuted five months after the first store, in McLean, Virginia, opened. (5) Macintosh computers, while having a fanatical fan base, still represented a minuscule percentage of the market (around 3%). (6) Who would be coming to an Apple Store, and for what reason?

Paragraph 6

(1) The bet was on "foot traffic," deemed ridiculous by analysts at the time. (2) Yet foot traffic is exactly what the stores generated, as curious non-Apple customers, along with Apple fans, were drawn into elegant surroundings that hosted beautiful objects whose utility could be immediately accessed. (3) Seven years later Apple Stores had become "destinations," the retailing Holy Grail, as Apple products, so well showcased, grew in both numbers and popularity. (4) In turn, these destination shoppers attracted more foot traffic, and a virtuous circle was established. (5) The prominent inclusion of the "genius bar," wherein repair work was publicly undertaken, helped seal the company as being beyond cool. (6) The results spoke for themselves: Apple stores eventually generated the highest revenue per square foot in the entire retail sector.

Questions 1–5

Read the passage and choose the best heading for each paragraph from the list in the box. There is one heading you do **NOT** need.

- 1. Paragraph 2 _____
- 2. Paragraph 3 _____
- 3. Paragraph 4 _____
- 4. Paragraph 5 _____
- 5. Paragraph 6 _____

- A. Various products sold in Apple Stores
- B. Doubts about Apple Stores
- C. Success of Dell's model
- D. Web-based model: a much welcomed practice
- E. Reason for Apple Stores' success
- F. Typical example of Apple's boldness

Questions 6–10

Read the passage and answer the questions by choosing the correct option.

- 6. Which sentence in Para. 2 explains why Apple Stores were considered controversial? _____
- 7. Which sentence in Para. 2 states the locations of Apple Stores? _____
- 8. Which sentence in Para. 4 indicates the reason for Dell's success? _____
- 9. Which sentence in Para. 5 expresses the author's doubts? _____
- 10. Which sentence in Para. 6 explains the function of the "genius bar"? _____

Task 3

You are Lily Chen, an assistant manager in the Public Relations Department of Yuanshen Technology. Your department is going to advise your company on how to get on well with your Latin American partners.

You have been asked to read the following text from the book *Challenges and Opportunities in International Business*. You should then summarize it in about 150 words in order to help your colleagues prepare for the upcoming consultation.

Your summary should cover the main points of the text. You should use your own words as much as possible. Bear in mind that your colleagues have not read the text.

The business culture of Latin America differs throughout the region. A lot has to do with the size of the country, the extent to which it has developed a modern industrial sector, and its openness to outside influences and the global economy.

Some of the major industrial and commercial centers embody a business culture that's highly sophisticated, international in outlook, and on a par with that in Europe or North America. They often have modern offices, businesspeople with strong business acumen, and international experience.

Outside the cities, business culture is likely to be much different as local conditions and local customs may begin to impact any interaction. Farther from the big cities, the infrastructure may become less reliable, forcing people to become highly innovative in navigating the challenges facing them and their businesses.

Generally speaking, several common themes permeate Latin American business culture. Businesses typically are hierarchical in their structure, with decisions made from the top down. Developing trust and gaining respect in the business environment is all about forging and maintaining good relationships. This often includes quite a bit of socializing.

Another important factor influencing the business culture is the concept of time. In Latin America, "El tiempo es como el espacio." In other words, time is space. More often than not, situations take precedence over schedules. Many people unfamiliar with Latin American customs, especially those from highly time-conscious countries like the United States, Canada, and those in Northern Europe, can find the lack of punctuality and more fluid view of time frustrating. It's more useful to see the unhurried approach as an opportunity to develop good relations. This is a generalization, though, and in the megacities of Latin America, such as Mexico City, São Paulo, and Buenos Aires, time definitely equals money.

In most Latin American countries, old-world manners are still the rule, and an air of formality is expected in most business interactions and interpersonal relationships, especially when people are not well acquainted with one another. People in business are expected to dress conservatively and professionally and be polite at all times. Latin Americans are generally very physical and outgoing in their expressions and body language. They frequently stand closer to one another when talking than in many other cultures. They often touch, usually an arm, and even kiss women's cheeks on a first meeting.

Throughout Latin America, the family is still the most important social unit. Family celebrations are important, and there's a clear hierarchy within the family structure, with the head of the household generally being the oldest male—the father or grandfather. In family-owned businesses, the patriarch, or on occasion matriarch, tends to retain the key decision-making roles.

Despite the social and economic problems of the region, Latin Americans love life and value the small things that provide color, warmth, friendship, and a sense of community. Whether it's sitting in a café chatting, passing a few hours in the town square, or dining out at a neighborhood restaurant, Latin Americans take time to live.

From Mexico City to Buenos Aires—whether in business or as a part of the vibrant society—the history and culture of Latin America continues to have deep and meaningful impact on people throughout Latin America.

Task 4

Read part of an email below from John Smith, Sales Manager of the Asian market at Ace Global Trade.

We're holding a meeting to discuss the work plan of the Asian market, and we would really appreciate it if you could attend the meeting and give a speech. You have been in charge of the Asian market for years and your excellent performance has been widely recognized. Having you at our meeting is of great importance.

The meeting will take place next Thursday at 2 p.m. in Meeting Room 3.

Look forward to your arrival.

You are **Daniel Li**, former Sales Manager of the Asian market at Ace Global Trade. Write an **EMAIL** of about **150** words to Mr. Smith:

- to accept the invitation;
- to show interest in the meeting;
- to ask him about the requirements for your speech.