

BGE NYVK	C1	Listening Comprehension	
English for Business Communication		40 minutes*	20 marks
Sample			

* including 3 minutes' transfer time

INSTRUCTIONS

Read the instructions for each part of the paper carefully. Answer all the questions. Write in blue or black ink.

There are two parts to the test. You will hear each piece **twice**. For each part of the test, there will be time for you to look through the questions and time for you to check your answers.

While you are listening, write your answers on the **question paper**. You will have 3 minutes at the end of the test to copy your answers onto the separate **answer sheet**.

At the end of the test, hand in both this question paper and your answer sheet.

When you hear a signal, the text begins.

Text 1

You will hear a text about the acquisition of US Foods by Systems Services Company (Sysco) and the American food distribution business.

I. ¹⁻¹⁰ **Decide if the following statements are true (T) or false (F) according to the text.**

1. In 1946 food was distributed by small firms.
2. In 1970 Sysco was set up by merging several companies.
3. In December Sysco proposed a new deal.
4. Sysco doesn't deliver to Michelin-starred restaurants.
5. Restaurants expect lower prices after the acquisition.
6. Sysco caused a scandal by poor handling of perishable food.
7. US Foods employees are happy about the acquisition.
8. After integration the 2 firms will have over 70 outlets.
9. For some years small rivals will have chance to grow.
10. Sysco will apply its strategy abroad after the acquisition.

Text 2

You will hear Rosemary Jones, an economist talking about Korn Ferry, the headhunter firm and the executive search business.

II. ¹¹⁻²⁰ While listening, fill in each gap in the notes with a maximum of 3 words.

Korn Ferry and the executive search business

Business boosted by:(11)

Core business: headwinds due to websites (12)

Korn Ferry: less revenue from searches

Finding new areas of business

Korn Ferry's new services

- improving(13)
- offering(14)
- working out important qualities for(15)

Competitors' new services

Heidrick & Struggles

- taking up(16)
- holding(17)

Egon Zehnder

- providing(18)

Russel Reynolds

- good at(19)

Headhunters: becoming rivals of(20)

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KEY

Text 1	
1.	T
2.	T
3.	T
4.	F
5.	F
6.	T
7.	F
8.	F
9.	T
10.	F
Text 2	
11.	stronger American economy
12.	LinkedIn/ career-networking
13.	workforce performance
14.	executive-development programmes
15.	middle managers
16.	culture-shaping
17.	coaching sessions
18.	assessments (of managers)
19.	succession planning
20.	(larger) management consultants

Text 1 Merger Food Distribution

WHEN John Baugh and his wife Eula Mae launched Zero Foods in 1946, to deliver frozen food to businesses in Houston, **America's distribution system consisted of countless small local firms**. So Baugh set about consolidating it. In 1970 (nineteen seventy) he persuaded **eight similar firms to merge with** his to form the Systems Services Company (Sysco), which he then expanded through a series of acquisitions. Baugh died in 2007, but on **December 9th his firm announced a deal which, if antitrust regulators approve it, may be the culmination of his visionary strategy**.

In an acquisition valued at \$8.2 billion, Sysco will buy US Foods, its closest rival in America. There has been speculation for years that these two firms would get together.

Thanks to its strategy of acquisitions and an obsession with cost control and efficiency it got from Baugh, **Sysco has long been the market leader in delivering food, frozen and otherwise, to schools, fast-food chains and even fancy Michelin-starred restaurants**. With US Foods it will account for over a quarter of the American market. Food producers will not relish the extra clout of the combined firm. **Likewise, restaurants, which will lose the chance to get lower prices by playing off Sysco and US Foods against each other**.

After a hard year of slow growth and a **scandal over poor storage of perishable food** in some depots in California, Sysco hopes to return to what it knows best, stripping out costs. The **outlook may be grim for employees of US Foods**, who had hoped for an easier exit from six years of ownership by Clayton Dubilier & Rice. Workers would doubtless have preferred an initial public offering or even a sale to a big retailer like Walmart.

Successfully integrating two such sprawling, decentralised firms (**Sysco alone has more than 70 operating businesses in America**) is likely to take several years. That will create opportunities for smaller rivals such as Performance Food Group and the innovative Gordon Food Services **to poach customers disgruntled** by the merger process. It will also **hold back Sysco's efforts** to apply its strategy to markets outside America.

*Source: Internet
2'47"*

Text 2

Executive Search

Like its competitors, Korn Ferry has been buoyed by the **stronger American economy**. According to Hunt Scanlon Media, a trade publisher, the industry's revenues in America rose by 11% last year. Its core business faces fierce headwinds, however. LinkedIn and other **career-networking** websites are making it easier for companies to do their own recruiting. As a result of this trend, Korn Ferry collected less revenue from searches last year than in 2008.

Instead, its growth has come from pushing into *new areas of business*. Korn Ferry has bought a host of firms that aim to improve **workforce performance** even when there is no vacancy to fill. Recently it added Pivot Leadership, which offers **executive-development programmes**. Korn Ferry now gets just over half of its revenues from executive search, down from 90% a decade ago. For instance, after McGraw Hill was separated from its former parent, the newly independent business says Korn Ferry helped it work out what were the most important qualities its **middle managers** ought to have, and to evaluate whether they did in fact have them. These included being good at developing talent from within and at spotting market developments outside the firm.

Korn Ferry's competitors among the executive-search industry's "big five" have all pursued diversification to some extent. Heidrick & Struggles, the other publicly traded search firm, has plunged into **culture-shaping**. In 2012 it bought Senn Delaney, an outfit that analyses attitudes and communication among corporate staff, and holds **coaching sessions** to help managers become more effective. So when Heidrick was asked to find a new boss for a giant state oil firm, it was able to win further work helping it change its internal culture.

Egon Zehnder, a private Swiss headhunter, has long provided client firms with **assessments of their managers**. In 2009, on the orders of American regulators, Citigroup commissioned it to produce a report on the quality of the bank's bosses. And Russell Reynolds, another of the big five, is big in **succession planning**, also a growth area. As they take on such work, headhunters will find themselves increasingly in competition with larger **management consultants**. But as recruitment work becomes harder to find, they have little choice.

Source: Internet
2'59"