



## E K S A M E N

<b>Emnekode:</b>	<b>EN139</b>
<b>Emnenavn:</b>	<b>Business English</b>
<b>Dato:</b>	23.11.2015
<b>Varighet:</b>	4 timer
<b>Antall sider inkl. forside</b>	[5]
<b>Tillatte hjelpemidler:</b>	English/English dictionary
<b>Merknader:</b>	[”After the Deal” is the last page of the exam]

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### Part I

#### Complete all sections

- A. Mark these statements either T (true) or F (false) according to the information contained in the article “After the Deal.”
1. The majority of mergers take place in the USA.
  2. Many international mergers are failures.
  3. Most attention is concentrated on what to do after the merger is completed.
  4. Many mergers are done too quickly.
  5. Connecting different computer systems together is not usually a problem.
  6. High salaries were given to Chrysler managers as compensation for the merger with Daimler-Benz.
  7. Chrysler has won many prizes for its production methods.
  8. Engineers have a high status at Daimler-Benz.
- B. In your own words and in complete sentences, explain what the following statements, taken from “After the Deal” mean.
1. The merger wave is now sweeping over Europe.



2. success will depend on the merged companies ability to create added value
3. the growing importance of intangible assets
4. Culture permeates a company, and differences can poison any collaboration.
5. One worry is compensation
6. boost revenue

## Part II

### Complete all sections

Insert **a**, **an**, **the** or **nothing** in the blanks.

A. ....Lancaster Financial Services Ltd. offers ..... wide range of financial packages to suit ..... individual needs of its clients. We find that today's investor understands ..... market and requires..... tools to take advantage of knowledge that he or she possesses. To that end, we provide advice based on our outstanding of .....information sources. Matching our knowledge-base with your understanding of individual markets can make you ..... big winner in ..... increasingly complex marketplace. Second to none, we are ..... market leader in financial service. We understand that your company has ..... unique corporate culture and tailor our offerings to your business.

B. Select 5 of the words in the list below and write sentences using each of the words. You *cannot* use any form of the verb 'to be' in the sentences – no *is, was, am, are, been, be, being*.

Demotivate, delegate, redundant, hierarchy, freelance, benefits, retail, wholesale, galvanise

C. The following sentences all have mistakes. Rewrite the sentences, eliminating the mistakes.

1. She recommended me that I take a few days off from work.
2. I tried to explain him the problem, but he had difficulty understanding me.
3. I don't know why you didn't go. If I were you, I should have gone.
4. Studies show that if retail stores are playing music in the background, people will buy more items.



5. If you would've told me, I would have given you my honest advice.
6. We thought we were going to expand this year, but we actually have less people now than we did two years ago.
7. Unfortunately, the business has gotten bankrupt do to bad management.

D. Rewrite the following sentences to be more polite

1. You should consider taking our course of action.
2. Please arrange for immediate payment.
3. Change your password for the sake of security.
4. Help me do the statistics, please.

E. Fill in the blanks with the correct form of the verb in parenthesis. Remember that sometimes you will also have to include modals or infinitive markers.

For each of the past eight years, Janice and Kurt \_\_\_\_\_ (spend) their vacation time at home, either \_\_\_\_\_ (work) in the garden or fixing up the house. This year, however, they \_\_\_\_\_ (plan) to spend their July vacation somewhere else. They've checked the Internet for weather information about areas of the country they might like to visit. They are really eager to travel somewhere soon. In fact, if they had free time right now, they \_\_\_\_\_ (take) their vacation immediately, but they can't leave right now. They still have a couple of months \_\_\_\_\_ (explore) their options.

So far, they \_\_\_\_\_ (learn) the following information. If they want \_\_\_\_\_ (spend) their time near the water, they \_\_\_\_\_ (have) a hard time choosing among dozens of outstanding beach resorts. For example, if they go to the beach in Atlantic City, New Jersey, the air temperature \_\_\_\_\_ (be) in the mid-70s in July, and the water temperature \_\_\_\_\_ (be) in the low 70s. That's very appealing to them. On the other hand, if they chose to visit Miami Beach in July, both the air and the water temperatures would be considerably warmer, around 85 degrees. That \_\_\_\_\_ (sound) wonderful to them, too. Janice and Kurt also like \_\_\_\_\_ (go) camping, so vacationing in the mountains is another option. They could choose to visit the Rocky Mountains in Colorado if they \_\_\_\_\_ (want) cooler weather. In July, the temperature in the mountains can range from a high of 80 degrees to a low of 40 degrees. If they go to the Rockies, they \_\_\_\_\_ (plan) for this type of weather variation.

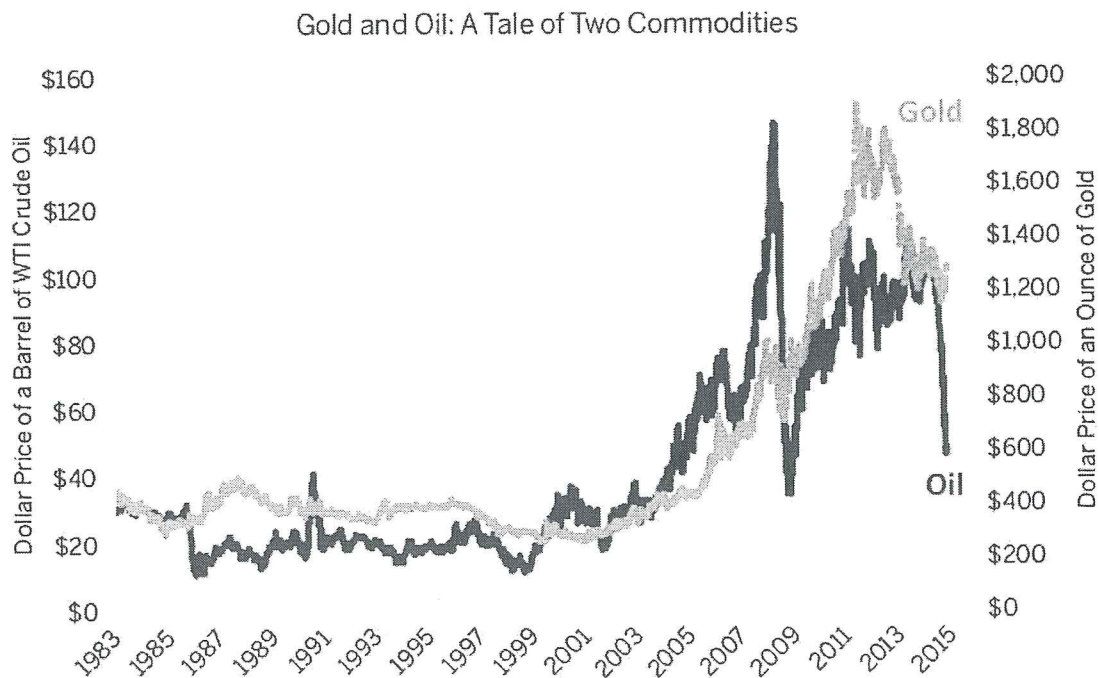


**Part III**

**Complete both question A and B**

A. You are a customer representative at Roseland Garden Center. You sold a greenhouse, model Jeannette, with automatic window openers. When the customer got home and assembled the greenhouse, he could not get the automatic window openers to open. You are not sure if the problem is that the window openers are faulty or if he has installed them incorrectly. An authorized repairman will have to go out to take a look at the openers and decide. Write an email to a customer, William R. Hobbes, explaining this and telling him how to contact the repairman. Make up all information necessary to complete this task. Remember politeness conventions.

B. Write a 5-8 sentence description of the graph below.



## HOW TO MERGE

# After the deal

Doing deals is easy. As mergers hit record levels, now comes the hard part

The merger wave, which in 1998 was a predominantly American affair, is now sweeping over Europe. Cross-border deals, such as Daimler-Benz's takeover of Chrysler, accounted for a quarter of mergers in 1998; more are expected as firms go global.

In many cases this consolidation makes sense – at least on paper. But just as certain as the flow of deals is that most will be failures. Study after study of past merger waves has shown that two out of every three deals have not worked.

Success in the future will depend more than ever on the merged companies' ability to create added value. And that will depend mainly on what happens after the deal has been done. Yet many deal makers have neglected this side of the business. Once the merger is done, they simply assume that computer programmers, sales managers and engineers will cut costs and boost revenue according to plan.

Yet, just when post-merger integration has become decisive, it has become harder to pull off. Not only

are modern firms complicated global affairs, but executives are putting today's deals together in a hurry. Few give enough thought to the pitfalls.

One set of obstacles is 'hard' things, such as linking distribution or computer systems. In particular, many recent mergers have been undone by the presumption that information technology is easy to mesh together.

More difficult are the 'soft issues'; and here the same word keeps popping up – culture. People never fit together as easily as flow charts. Culture permeates a company, and differences can poison any collaboration. After one large US merger, the two firms had a row over the annual picnic: employees of one company were accustomed to inviting spouses, the others were totally against the idea. The issue was resolved by inviting spouses only in alternate years.

Two new things have made culture clashes harder to manage. The first is the growing importance of intangible assets. In an advertising agency, for instance, most of the value can walk out of

the door if key people leave.

The second new thing is the number of cross-border mergers. In this area DaimlerChrysler may prove to be an interesting case study in differing management cultures. One worry is compensation: Chrysler's pay levels are much higher than the German company's. So a US manager posted to Stuttgart may end up reporting to a German manager who is earning half his salary.

Nor is pay the only difference. Chrysler likes to pride itself on its flexible approach, where speed and ingenuity are prized. When designing new models, teams of engineers, designers and marketing people work on each model. Daimler-Benz has a more traditional structure, in which designers and marketing people mix less and engineers are in charge.

Some recent deals will no doubt prove a stunning success. Nevertheless, there are three ominous signs about the current merger boom. First, much of the attention seems to be on the deal itself rather than the integration that must follow. Second, many deals are rushed. And third, mergers have too often become a strategy in their own right.

So the things that are so impressive about today's mergers – their size, complexity and daring – could count against them if the economy turns down.