10

2.5   25

In today's demanding business environment, it is an unfortunate fact that a large number of senior managers and directors become so absorbed in the day-to- day running of their companies that they often failed to see savings they could make or the hidden profits they could exploit. This is particularly true in smaller companies. They may be simply too busy to see what is really happening. In fact, these directors would often do better to work less and think more about the actual procedures they are using in the running of the company.

Detail is often the key to improving the overall picture. The secret of identifying hidden profits is to work on the business and not in it. Often the involvement of an independent individual who can point the director in the right direction is invaluable in showing that even minor improvements can have a dramatic effect on profit margins.

To take one example, the manager of a car parts factory could not understand why, although his staff was busy dealing with telephone enquiries, the actual number of sales remained frustratingly low. A standard system for dealing with the enquiries was what was needed and, once introduced, it paid dividends-without the need to invest in expensive new technology.

Another example concerns the owner of a small specialist export company. He exploited his existing computer system by creating a database containing the details of all his customers. He used this to send them all a newsletter, keeping them up to date and telling them about new products as they came out. He found this increased the number of enquiries he was receiving because his customers were passing the newsletter around their contacts. Of course, newsletters are not the only way of using a database to increase sales.

The business world is full of examples like these that can be used to prove more or less anything that you want. What is vital is to look closely at your own organization and see what improvements you could make to it. In addition to such initiatives as those mentioned above, it is also worth examining current expenditure. Overheads need to be kept under control and actually reduced. Where possible. Every cost such as postage, stationery, telephone calls, heating should be questioned individually. Check their value to the company. Calculate the annual cost of each and then see if it would be possible to get it at a better price somewhere else: it usually is. No businessperson enjoys spending money unnecessarily.

There is no doubt that a mistake common among growing businesses is allowing costs to increase so quickly. Managers are too busy concentrating on recruiting more staff or improving customer service. Rather, they should be ensured that the rate of growth continues by guaranteeing that no cost is allowed to rise unless it is clearly related to profit by the generation of further sales. That is the real core of business activity and it should never be forgotten that everything else is only there to make that happen.

1. In the first paragraph, the writer says that many managers.
    A. are unwilling to make savings.
    B. do work that they are unsuited to.
    C. are too eager for their business to grow.
    D. spend too little time examining company systems.

2. One way to increase a company's profits is to
    A. look at individual performance.
    B. have a strong inside knowledge.
    C. understand the value of small changes.
    D. have a strong sense of direction.

3. The manager of a car parts factory increased his profits by
    A. changing his staffs telephone procedure.
    B. improving his staff's telephone manner.
    C. updating his telephone equipment.
    D.   providing more telephone lines.

4. The exporter's computer database proved useful because he was able to

    A. improve his company newsletter.

    B. research new products.

    C. respond to enquiries quickly.

    D. attract new customers.

5. What is the best way to reduce overheads?

    A. Remove unnecessary services.

    B. Find cheaper suppliers.

    C. Reduce telephone calls.

    D. Cut down on stationery.

In the information technology industry, it is widely acknowledged that how well IT departments of the future can fulfil their business goals will depend not on the regular updating of technology, which is essential for them to do, but on how well they can hold on to the people skilled at manipulating the newest technology. This is becoming more difficult. Best estimates of the current shortfall in IT staff in the UK are between 30,000 and 50,000 and growing.

And there is no end to the problem in sight, A severe industry-wide lack of investment in training means the long-term skills base is both ageing and shrinking. Employers are chasing experienced staff in ever-decreasing circles, and, according to a recent government report, 250,000 new IT jobs will be created over the next decade, most employers are confining themselves to dealing with the immediate problems. There is little evidence, for example, that they are stepping up their intake of raw recruits for in-house training or retraining existing staff from other functions. This is the course of action recommended by the Computer Software Services Association, but research shows its members are adopting the short-term measure of bringing in more consultants on a contract basis. However, this approach is becoming less and less acceptable as the general shortage of skills, coupled with high demand, sends contractor rates soaring. An experienced contract programmer, for example, can now earn at least double the current permanent salary.

With IT professionals increasingly attracted to the financial rewards and flexibility of consultancy work, average staff turnover rates are estimated to be around 15%. While many companies in the financial services sector are managing to contain their losses by offering skilled IT staff "golden handcuffs" -deferred loyalty bonuses that tie them in until a certain date-other organizations, like local governments, are unable to match the competitive salaries and perks on offer in the private sector and contractor market and are suffering turnover rates of up to 60% a year.

But while loyalty bonuses have grabbed the headlines, there are other means of holding on to staff. Some companies are doing additional IT pay reviews in the year and paying market premiums. But such measures can create serious employee relations problems among those excluded, both within and outside IT departments. Many industry experts advise employers to link bonuses to performance wherever possible. However, employers are realizing that bonuses will only succeed if they are accompanied by other incentives such as attractive career prospects, training, and challenging work that meets the individual's long-term ambitions.

This means managers need to allocate assignments more strategically and think about advancing their staff as well as their business. Some employers advocate giving key employees projects that would normally be handled by people with slightly more experience or capability. For many employers, however, the urgency of the problem demands a more immediate solution, such as recruiting skilled workers from overseas. But even this is not easy, with strict quotas on the number of work permits issued. In addition, opposition to the recruitment of IT people from other countries is growing, as many professionalf wt.n2 (a4 6)1 (th)0)(ng1 (a4y i)2 (3 6w2 (l kv ()2 e4 l)2 l)2 (c4 e4 e4 d 4 f3 (c)2 (

7. A problem referred to in the second paragraph is that

    A. the government needs to create thousands of new IT posts.

    B. the pool of skilled IT people will get even smaller in the future.

    C. company budgets for IT training have been decreasing steadily.

    D. older IT professionals have not had adequate training.

8. What possible solution to the long-term problems in the IT industry is referred to
in the third paragraph?

    A. To ensure that permanent staff earn the same as contract staff.

    B. To expand company training programmes for new and old employees.

    C. To conduct more research into the reasons for staff leaving.

    D. To offer top rates to attract the best specialist consultants.

9. In some businesses in the financial services sector, the IT staffing problem has led to

    A. cash promises for skilled staff after a specified period of time.

    B. more employees seeking alternative employment in the public sector.

    C. the loss of customers to rival organizations.

    D. more flexible conditions of work for their staff.

10. Employers accept that IT professionals are more likely to stay in their present post
if they

    A. are set more realistic performance targets.

    B. have a good working relationship with staff in other departments.

    C. are provided with good opportunities for professional development.

    D. receive a remuneration package at top market rates.

   11.

A.

B.

C.

D.

E.

12.

A.

B.

C.

D.

E.

13.

A.	3	8
B.	5	8
C.	5	9
D.	3	9
E.		

14. SARS

SARS

A.

B. SARS SARS

C. SARS SARS

D.

E.

15.

A.

B.

C.

D.

E.

16. —————————————————

A. —   B. -   C. -   D. —   E. —

17. $1 + - \quad 1 \quad - \quad 1 + - \quad 1 \quad - \quad 1 + — \quad 1 \quad — = (\quad)$

A. —   B. —   C. —   D. —   E. —

18.

		1	2	3	4	5	
		$\dfrac{1}{2}$	$\dfrac{2}{5}$	$\dfrac{3}{10}$	$\dfrac{4}{17}$	$\dfrac{5}{26}$	

8

A. —   B. —   C. —   D. —   E. —

19.   A   0.16   16%   B   1.68

        16%

A. 8   B. 9.5   C. 10   D. 10.5   E. 9

20.   15%

A. 15%   B. 15.25%   C. 16.78%   D. 17.17%   E. 17.65%

1998

1998

21   10

2000   30

                   670

            2004

                                                        12% 20% 30%

—

1%   20%

                              A4

0.1   0.3

2003

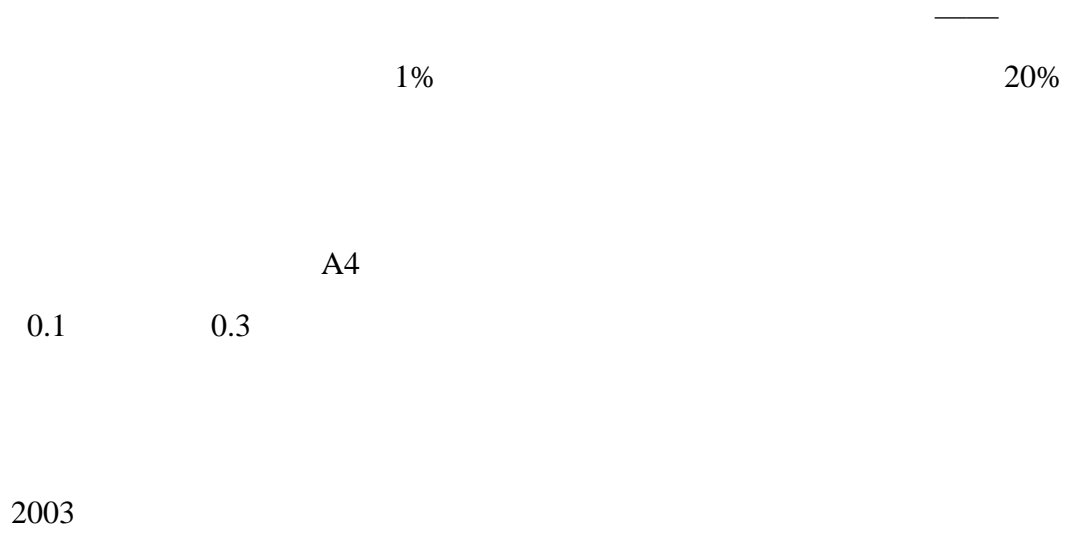21.

22.

23.

24.

Wal-Mart   1962

30

Social Genome

O2O   O2O

@WalmartLabs   O2O

Uber   Lyft

O2O

25.
26.

27.

28.

A   1960

                        A   5000

    1000   1980

                                    A

                    A

            60%

A

100   12.60   12.70

                        12.50   A   1000

        A   12.30

                                    A

                                    A

                        10   5

                A

                                                                    OK

                                            100

                        1

                                                            100

        40   A

                                    "

29.　　A

30.　　A

31.　5~10　　　　A

32.　　A

　　　　　30　　　60

33.

34.

　　　　　　"　　　"

35.

D

Examining company systems   the actual procedures they are using in the running
of the company

C

A standard system for dealing with the enquiries was what was needed
and…   C

4.

IT

IT

buy　　　　　　　but on how well they can hold on to the people skilled at manipulating the newest technology.

A

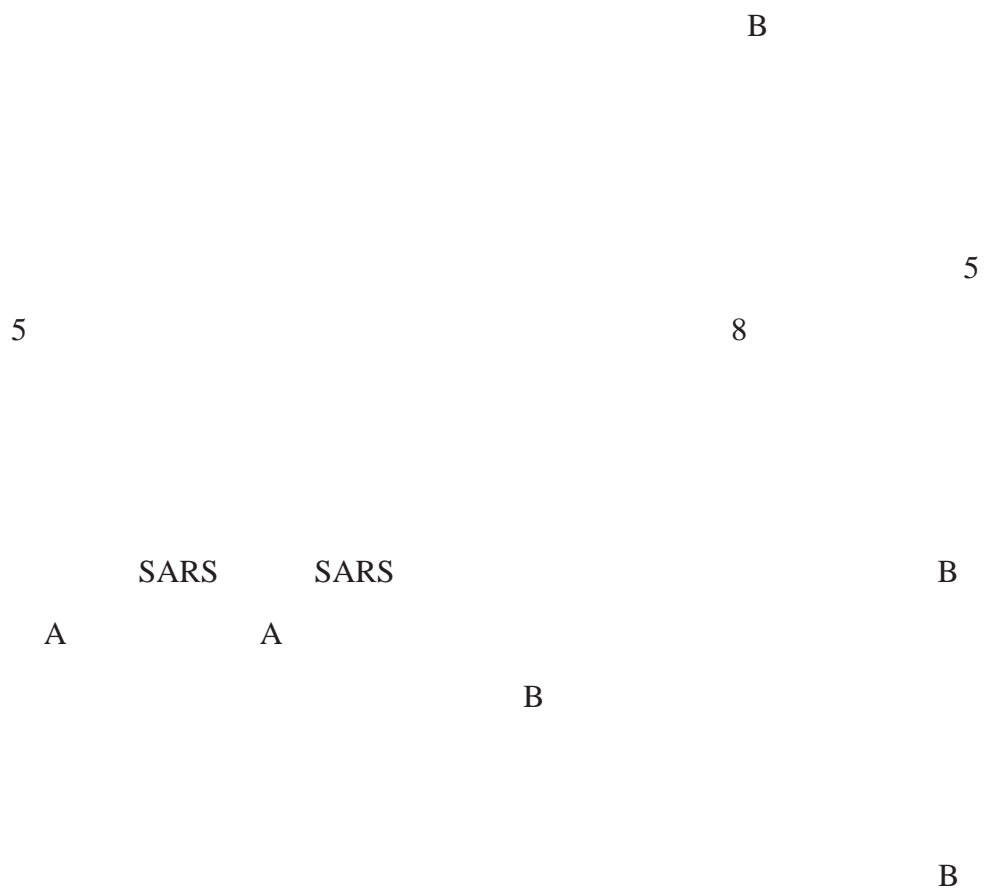IT

B

Shrinking　　B　get even smaller

IT

B

IT

IT　　　　"

"—

……　　A

IT　　　　　　　　　……

C

B

5

5   8

SARS   SARS   B

A   A

B

B

= - × - × - × - × - × - × - × - = -

$$= \frac{}{} = -$$

$$= - \times - = —$$

$$1 + - \quad 1 + - \quad 1 + — \quad 1 + — \quad = - \times - \times \quad \times — \times — = 50$$

$$1\frac{1}{2} \quad 1\frac{1}{3} \quad 1\frac{1}{98} \quad 1\frac{1}{99} \quad = \frac{1}{2} \times \frac{2}{3} \times \quad \times \frac{97}{98} \times \frac{98}{99} = \frac{1}{99}$$

$$= —$$

$$1 \qquad 2 \qquad 2 \qquad 2 +$$

$$3 = 5 \qquad 3 \qquad 5 + 5 = 10 \qquad 4 \qquad 10 + 7 = 17$$

$$... \qquad\qquad\qquad (2 \quad 1) \qquad\qquad 6$$

$$\frac{}{\times} = — \qquad 7 \qquad \frac{}{\times} = — \qquad 8 \qquad \frac{}{\times} = —$$

A $\qquad$ x $\qquad$ B $\qquad\qquad$ y

$$0.16 = 0.16$$
$$1.68 = 0.16 \qquad\qquad = 1, \quad = 10.5, \qquad = 9.5$$

$$0.85 \qquad\qquad \frac{\cdot}{\cdot} = \frac{\cdot}{\cdot} = 0.1765 = 17.65\%$$