

# ENTRANCE TEST



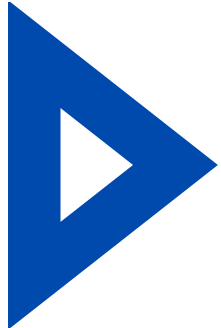
NAME.....

SURNAME.....



**SKOLKOVO**  
Moscow School  
of Management

**БИЗНЕС  
ШКОЛА  
МФТИ**



# PART 1

## LISTENING (15 MIN)

### Questions 1-6

You will hear three different extracts.

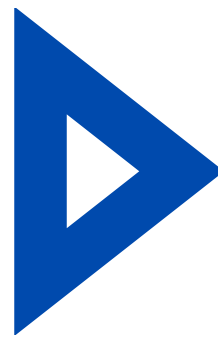
For questions 1–6, choose the answer (A, B or C) which fits best according to what you hear. There are two questions for each extract.

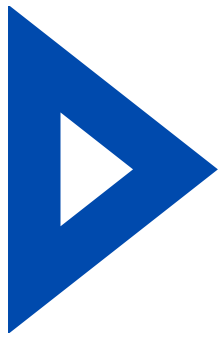
### EXTRACT 1

- 1 You hear two friends discussing the topic of marketing.  
Which aspect of college publicity material do the friends disagree about?  
A how useful the environmental rating system is  
B how well the different courses are described  
C how visually attractive the brochures are
- 2 In the woman's opinion, companies link themselves with charities in order to  
A boost their profits.  
B improve their image in society.  
C distract attention away from other issues.

### EXTRACT 2

- 3 You hear two friends talking about ways of keeping fit.  
What is the woman's criticism of exercising in gyms?  
A Members get limited access to the facilities.  
B The membership cost is too high for the services offered.  
C It encourages exercise habits that lead to unhealthy lifestyles.
- 4 How does the man respond to his friend's criticism?  
A He objects to her making sweeping generalisations about gyms.  
B He questions the value of excessive gym attendance.  
C He suspects she'd enjoy a different type of gym.





# PART 1

## LISTENING (15 MIN)

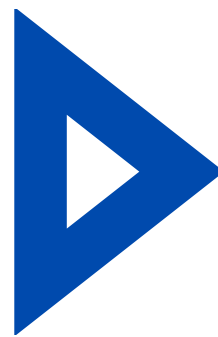
### *Questions 1-6*

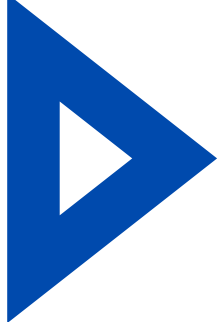
You will hear three different extracts.

For questions 1–6, choose the answer (A, B or C) which fits best according to what you hear. There are two questions for each extract.

### EXTRACT 3

- 5** You hear a woman telling a friend about living in her capital city as a student. What is she doing during the conversation?
- A admitting to regrets about her choice of place to study
  - B complaining about challenges she's had to face
  - C expressing her admiration for people in the city
- 6** Why does the man give the example of trees?
- A to support her main point
  - B to present a counter-argument to hers
  - C to express a reservation about her interpretation





# PART 2

## READING (10 MIN)

### *Questions 7-12*

Read the article below about product life cycles and the questions below.  
For each question 7–12, mark one letter (A, B, C or D).

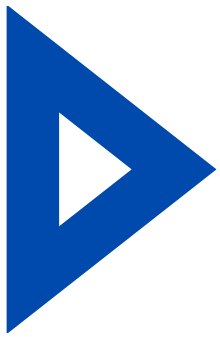
## PRODUCT LIFE CYCLES AND SALES STRATEGY

One of the most important concepts in sales management and marketing is that of the product life cycle. This is a historical record of the life of a product, showing the stage in its life the product has reached at a particular time. By identifying the stage that a product is in or may be heading towards, companies can formulate better marketing plans. All products have 'lives' in as much as they are created, sell with varying profitability over a period of time, and then become obsolete and are replaced or simply no longer produced. A product's sales position and profitability can be expected to fluctuate over time and so, at each successive stage in the product's cycle, it is necessary to adopt different tactics.

The two main features of the product life cycle are unit sales and unit profit. The unit sales figures usually jump on introduction, as a response to heavy advertising and promotion, as customers buy the product experimentally. This is generally followed by a levelling off while it is evaluated – the length of this period depending on the use to which the product is put. Then, unit sales rise steadily through the growth phase to the maturity phase, when the product is widely accepted, and so on to saturation level. By this time, competitors will have entered the market with their own version and, from this point, the sales team will have to work even harder to win all additional sales. Eventually, the product's sales decline as better versions enter the market and competition becomes too strong.

In retrospect, most firms know what happened to their products from launch to withdrawal. They can compile this information from the records of unit sales.





# PART 2

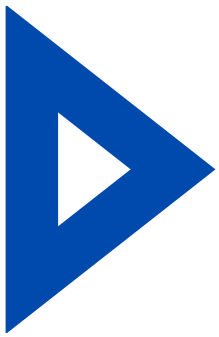
Unfortunately, unit sales are not the complete story as it is unit profit that is the decisive factor, although this is not always recorded accurately. It is this figure that sales management has to monitor, though, to ensure an effective marketing strategy and to produce effective profits.

At launch, the product is costed accurately on the basis of production costs plus selling costs. Initially these remain fairly stable, but, when the product is proving successful, competitors will bring out their own 'copy-cat' products. With a competitor in the field, the original firm has to respond in order to maintain its market position. It can run special sales promotions, improve deliveries, make more frequent sales calls and so on. Often the extra expenditure is not accurately charged to the product and the result is that, long before unit sales are noticeably falling, the unit profit has already fallen.

The product life cycle, then, presents a picture of what happened in the product's 'lifetime', so how can this be used as an ongoing aid to management decision-making? Every sales manager has a chart on which the progress of sales is plotted and this can be used as a guide to the stage of development each product is currently in. An essential management skill is being able to interpret sales results and draw in the stages as they occur. Deciding where each stage begins and ends can be a random exercise, though usually the stages are based on where the rate of sales growth or decline becomes pronounced.

- 7** According to the text, the end of a product's life cycle is marked by
- A a sharp rise in production costs.
  - B the product becoming outdated.
  - C an increase in customer complaints.
  - D less support from sales management.

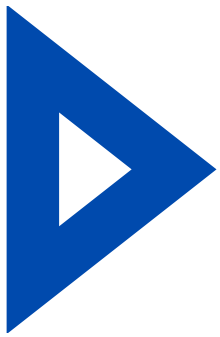




# PART 2

- 8** What does the writer say about sales management in the first paragraph?
- A Companies should spend more time on their sales planning.
  - B There are many managers who need to improve their sales performance.
  - C Most sales managers fail to recognise which stage a product has reached.
  - D The sales approach should change with each phase of the product life cycle.
- 9** According to the text, a greater sales effort is required for a product when
- A it is particularly innovative.
  - B the advertising budget has been cut.
  - C rival companies start to produce something similar.
  - D consumer interest switches to a new product category.
- 10** According to the text, a good marketing strategy must primarily be concerned with
- A sales statistics.
  - B product details.
  - C consumer data.
  - D profit information.
- 11** According to the text, profit levels may fail to correspond to the volume of sales because
- A the full selling costs have not been taken into account.
  - B the production costs were not estimated correctly.
  - C there are unforeseen problems with distribution.
  - D there has been a lack of economic stability.
- 12** What does the writer say about the charts that show sales progress?
- A It is a matter of judgement where one sales phase finishes and another begins.
  - B Managers should review policy when a sharp fall in sales is indicated.
  - C It is difficult to see how sales charts can provide sufficient guidance to managers.
  - D Managers should get confirmation of the data they plot on the sales charts.





# PART 3.1

## USE OF ENGLISH (5 MIN)

### *Questions 13-27*

Read the advice below about the use of technology in presentations.

Choose the best word to fill each gap from A, B, C or D.

There is an example at the beginning, (0).

## GUIDELINES FOR GIVING PRESENTATIONS



Most presentations today **(0)**...B...on the use of some sort of technology, such as a laptop computer linked to a projector. While this technology can help to **(13)**.....presentations better, it also has a **(14)**.....of getting in the way. As a general **(15)**....., it is better to **(16)**.....on the content of a presentation as a means of **(17)**.....your audience's attention, rather than relying on sophisticated equipment.

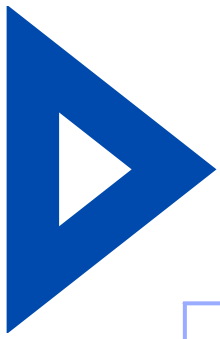
Bear in mind that when an organisation invites **(18)**.....for a contract, they may **(19)**.....four or five presentations from different companies on the same day. Each of these companies will probably be using the same computer graphics **(20)**.....and the same equipment. The chances are the presentations will be similar too.

That's why the content and **(21)**.....of what you say are important. Think about what you want to say and how to say it as clearly as possible. As a first step, you need to **(22)**.....the main points you want to get across. Audiences are easily bored and **(23)**.....to remember only the most entertaining, exciting or unusual ideas.

Next create your materials, choosing the images for your presentation carefully. Remember you do not want to stop your audience from listening to you, nor do you want to **(24)**.....them.

Finally, make all the necessary **(25)**.....for the equipment you need. If technology is to be an important **(26)**.....of your presentation, make sure you know how to use it **(27)**.....and test it out beforehand.





# PART 3.1

**EXAMPLE 0****13**

A calculate

B depend

C determine

D lean

**14**

A produce

B make

C construct

D build

**15**

A behaviour

B habit

C practice

D routine

**16**

A method

B law

C rule

D course

**17**

A focus

B define

C target

D direct

**18**

A gaining

B acquiring

C collecting

D taking

**19**

A requests

B calls

C bids

D commands

**20**

A appoint

B programme

C schedule

D catalogue

**21**

A parcels

B packets

C bundles

D packages

**22**

A formation

B design

C structure

D system

**23**

A catalogue

B label

C mark

D identify

**24**

A point

B tend

C lead

D move

**25**

A disorder

B mistake

C confuse

D complicate

**26**

A appointments

B procedures

C arrangements

D organisations

**27**

A share

B role

C function

D element

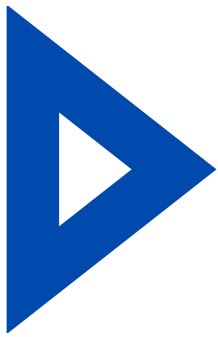
A precisely

B suitably

C properly

D accurately





# PART 3.2

## USE OF ENGLISH (5 MIN)

### Questions 28-32

Complete the second sentence so that it has a similar meaning to the first sentence, using the word given.

Do not change the word given. You must use between two and five words, including the word given.

Here is an example (0).

#### EXAMPLE 0

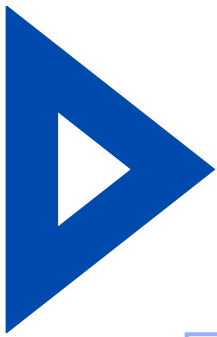
A very friendly taxi driver drove us into town.	
<b>DRIVEN</b>	We ..... a very friendly taxi driver.
ANSWER	<b>WERE DRIVEN INTO TOWN BY</b>

28

Paula can't wait to hear the band's new album.	
<b>FORWARD</b>	Paula is really ..... the band's new album.
ANSWER	

29

Buying a daily newspaper seems pointless to me.	
<b>POINT</b>	I can't ..... a daily newspaper.
ANSWER	



# PART 3.2

30

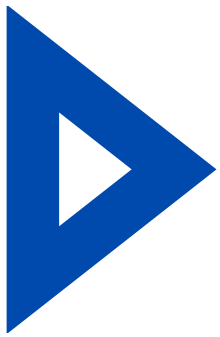
Daniel thought the flight would be more expensive than it actually was.	
<b>NOT</b>	The flight ..... as Daniel thought it would be.
ANSWER	

31

It's a shame I'm not able to come to your party on Saturday.	
<b>COULD</b>	I ..... to your party on Saturday.
ANSWER	

32

There were no trainers left in Denzel's size anywhere on the website.	
<b>SOLD</b>	The website had ..... trainers in Denzel's size.
ANSWER	



# PART 4

## WRITING (25 MIN)

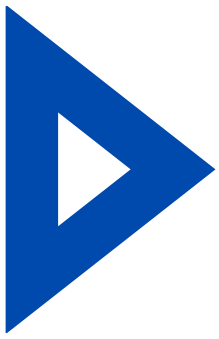
Please, answer the questions below.

You should write **at least 250 words**.

You should use your own ideas, knowledge and experience and support your arguments with examples and relevant evidence.

### *Agglomerations*

*Large metropolitan agglomerations provide more opportunities than smaller towns and villages, which incentivizes people to move to big cities. As a result, agglomerations keep growing while other areas become increasingly depopulated. Assuming this trend cannot be reversed, what are the problems that such situation may create and how can they be solved? Identify the course of action needed to implement the solutions you propose.*



# PART 4