

PROCESSO SELETIVO – TRANSFERÊNCIA FACULTATIVA/DCS – Dezembro/ 2009

Nome do Candidato:			
Curso Pretendido:		Curso Atual:	
Data:	13/12/2009	Horário:	16h00min/18h00min

**PROVA DE LÍNGUA INGLESA:**

Write all your answers on the answer sheet. The answer should be in the same language as the question.

1. Leia a descrição do estilo de gerenciamento da IBM do jornalista Robert Cringley's. Ele apoia ou não a cultura de trabalho da IBM? Justifique.

Every IBM employee's ambition is apparently to become a manager, and the company helps them out in this area by making management the company's single biggest business. IBM executives don't design products and write software; they manage the design and writing of software. They go to meetings. So much effort, in fact, is put into managing all the managers who are managing things that hardly anyone is left over to do the real work. This means that most IBM hardware and nearly all IBM software is written or designed by the lowest level of people in the company – trainees. Everyone else is too busy going to meetings, managing, or learning to be a manager, so there is little chance to include any of their technical expertise in IBM products (...) that's why IBM products often aren't very competitive.

IBM has layers and layers of management to check and verify each decision as it is made and amended. The safety net is so big at IBM that it is hard to make a bad decision. In fact, it is hard to make any decision at all, which turns out to be the company's greatest problem and the source of its ultimate downfall. (...)

Now explain in your own words what Robert Cringley means in the following sentences.

- a) Every IBM employee's ambition is apparently to become a manager.
- b) IBM makes management the company's single biggest business.
- c) IBM executives manage the design and writing of software.
- d) IBM products often aren't very competitive.
- e) The safety net is so big at IBM that it is hard to make a bad decision.
- f) This will be the source of the company's ultimate downfall.

2. Find words in the text that mean the same as the words or expressions below.

- a) seemingly
- b) computer programs
- c) work, time and energy
- d) computers (and other machines)
- e) young workers still learning their jobs
- f) knowledge and skill
- g) levels or strata
- h) to make certain that something is true
- i) corrected or slightly changed
- j) collapse or failure

3. Read the text about the takeover, and choose one of the three connectors (linking expressions) to fill each gap.

- |  |  |
|--|--|
| A) although / for instance / however           | I) conversely / i.e. / since                   |
| B) because / furthermore / owing to            | J) although / however / for instance           |
| C) therefore / in other words / yet            | K) due to / nevertheless / therefore           |
| D) in other words / on the contrary / owing to | L) although / because / moreover               |
| E) for instance / on the contrary / thus       | M) because / nevertheless / yet                |
| F) because of / due to / moreover              | N) consequently / even though / in addition to |
| G) even though / however / for instance        |  |
| H) because / even though / for example         |  |

**MINISTÉRIO DA EDUCAÇÃO**  
**UNIVERSIDADE FEDERAL DE ITAJUBÁ**  
**PRÓ-REITORIA DE GRADUAÇÃO**

Mannesmann's chairman, Klaus Esser, opposed the Vodafone bid. He insisted that British and American style 'predator' capitalism had no place in Germany. He pointed out, <sup>(A)</sup>, that no German company had ever made a hostile bid for another German company. Germans believed that the permanent threat of a takeover or a buyout, which exists in America and Britain, is a disincentive to long-term capital investment. <sup>(B)</sup>, many German commentators claimed that workers are at least as important as shareholders, and that companies are places where people work rather than assets to be bought and sold. <sup>(C)</sup> Esser's main argument against Vodafone was that its offer price of \$129 billion was too low. He claimed that the bid did not represent good value for shareholders, and that the company had a better strategy and future plans than the British mobile phone operator.

Many German business leaders argued that their corporate culture preferred consensus: <sup>(D)</sup> companies want to please a large majority of their shareholders, not just the few who are looking for a quick profit. Most British commentators, <sup>(E)</sup> claimed that the German search for consensus was really just a way of resisting change and inevitable global trends. <sup>(F)</sup> German companies regularly bought foreign ones: in the previous few years, <sup>(G)</sup>, BMW had bought the British car companies Rolls Royce and Rover.

<sup>(H)</sup> many financial analysts considered the original offer price to be generous – <sup>(I)</sup> too high – Vodafone was obliged to increase it several times. Arbitrageurs succeeded in buying about 10% of Mannesmann's shares in the hope of making a quick profit. Esser was very critical of these people. He accepted, <sup>(J)</sup> that this was the nature of capital markets, and that there was nothing he could do about it. <sup>(K)</sup>, 60-70% of Mannesmann shares were owned by institutional investors. <sup>(L)</sup> some of these were German banks, most of them were foreign financial institutions. When Vodafone increased its offer price sufficiently, several of these investors accepted the bid, often <sup>(M)</sup> they already possessed Vodafone shares. <sup>(N)</sup>, Vodafone was able to acquire Mannesmann for \$160 bn.

4. Read the text above again and:

a) Leia o texto novamente e resuma-o.

b) answer:

What is a takeover? Do you know any example of a merge or a takeover? Do you consider this strategy mostly negative or positive? Write a paragraph about this topic.