

**ИНОСТРАННЫЕ ЯЗЫКИ И МЕЖКУЛЬТУРНАЯ КОММУНИКАЦИЯ**  
(Английский язык) /  
**FOREIGN LANGUAGES AND INTERCULTURAL COMMUNICATION**  
(English Language)

10-11 классы / 10<sup>th</sup> and 11<sup>th</sup> Grades

Вариант 5 / Version 5

**The test consists of 2 parts: Language and Culture Studies and Analytical Writing.**  
**Duration – 80 minutes.**

**PART 1. LANGUAGE AND CULTURE STUDIES (50 points)**

<b>Task 1. For questions 1-6, read the text below and answer the questions (24 points).</b>
---

**Nepotism and Business**

In the business world, **nepotism is the practice of showing favoritism toward one's family members or friends in economic or employment terms.** For example, granting favors or jobs to friends and relatives, without regard to merit, might be considered nepotism. These practices can have damaging effects on businesses—such as eroding the support of non-favored employees or reducing the quality and creativity of management. In response, some larger companies have instituted "antinepotism" policies, which prevent relatives (by blood or marriage) from working in the same department or firm. But in many smaller, family-owned businesses, nepotism is viewed in more positive terms. Family members are trained in various aspects of management to ensure the work of the company when members of the earlier generation retire or die. In fact, in many small businesses nepotism is considered a synonym for "succession."

One of the most common arguments against nepotism is that the emotional ties between people who are related may negatively affect their decision making abilities and professional growth. In the past, many businesses sought to avoid even the appearance of nepotism by forbidding relatives from working closely together. As women entered the work force in greater numbers and took on more significant jobs, however, rules regarding nepotism began to change. Both the man and the woman in a married couple were often too valuable for a company to lose. Instead of instituting strict antinepotism rules, many businesses decided that family members could be accommodated within a merit system, especially if there was no direct supervisory link between the positions of related employees.

Nepotism has also traditionally had negative connotations in small business environments. "Business owners and their advisers have often feared that non-family employees would resent and possibly treat unkindly family members brought into the business or would see the family members as roadblocks to their own career success," noted Sharon Nelton in Nation's Business. "They also feared that some family members themselves might be incompetent or lazy yet have a sense of deservingness or being owed a favor."

But nepotism can be useful in smaller, family-owned businesses, when practiced in a reasonable way that rewards all employees for company successes. The emotional bonds between family members can actually have a positive effect on individual performance and company results. In addition, hiring family members can fill staffing requirements with dedicated employees. And it should not be forgotten that preparing a family member to carry on a business is a perfectly legitimate enterprise for the owner of a family business.

But in order to avoid potential pitfalls and ensure that relatives work together effectively, the company should establish formal guidelines regarding hiring, responsibilities, reporting structure, training, and succession. These guidelines will be different depending on the family's size, culture, history, and line of business, in addition to other factors. "How strict or liberal the rules ...are is less important than clear communication of the rules before they are needed and fair application of the rules when timely," Craig E. Aronoff and John L. Ward wrote in *Nation's Business*. After all, most non-family employees recognize the legitimacy of preparing younger family members to assume the company's reins down the road. But experts agree that a widespread workforce perception that family members are not being held responsible for their performance can blossom into a major morale problem.

1. According to the author, the concept of nepotism in small family-owned companies is often associated with continuity.
  - a) True
  - b) False
  
2. The view on nepotism in the workplace changed because of
  - a) the growing number of married couples working together.
  - b) more and more women taking executive positions in a company.
  - c) an increased female labour force participation.
  - d) the absence of direct connection between family members working together.
  
3. According to the text, which of the statements about nepotism in the workplace are true? Check all that apply.
  - a) non-family employees tend to have less commitment to their company.
  - b) non-family workers may pick on family members.
  - c) nepotism may create a barrier for career development.
  - d) in most companies, relatives are forbidden from working closely together.
  
4. According to Craig E. Aronoff and John L. Ward, employee communication in the workplace is more important than simply following formal guidelines regarding nepotism.
  - a) True
  - b) False
  - c) Not stated
  
5. Match these characteristics with small or large business descriptions given in the text.
  - a) A feeling of affection and attachment is likely to enhance productivity. SMALL/LARGE
  - b) Family members may be viewed as an obstacle to career advancement. SMALL/LARGE
  - c) Family members tend to have a 'you owe me' attitude. SMALL/LARGE
  - d) Such companies have developed special guidelines which prohibit relatives from working together. SMALL/LARGE

6. Find the word from the text that means the following: ‘risks’ = \_\_\_\_\_ (*type it in in small letters*).

**Task 2. For questions 7-12, think of one word which can be used appropriately in all three idioms, proverbs, or expressions from around the world. Type the word in small letters (12 points).**

7. Better alone than in a bad \_\_\_\_\_. (German proverb)  
 No road is too long in the \_\_\_\_\_ of a friend. (Japanese proverb)  
 Tell me the \_\_\_\_\_ you keep, and I will tell you who you are. (Dutch proverb)
8. False friends are worse than bitter \_\_\_\_\_. (Scottish proverb)  
 Nature teaches us to love our friends, but religion our \_\_\_\_\_. (German proverb)  
 A friend you have to buy; \_\_\_\_\_ you get for nothing. (Jewish proverb)
9. It is better to be in chains with friends, than to be in a garden with \_\_\_\_\_. (Persian proverb)  
 Eat and drink with your relatives; do business with \_\_\_\_\_. (Greek proverb)  
 Go to friends for advice; to women for pity; to \_\_\_\_\_ for charity; to relatives for nothing. (Spanish proverb)
10. When you are poor, neighbors close by will not come; once you become rich, you’ll be surprised by visits from \_\_\_\_\_ afar. (Chinese proverb)  
 An advantage of poverty, your \_\_\_\_\_ gain nothing by your death. (Hebrew proverb)  
 Better one true friend than a hundred \_\_\_\_\_. (Italian Proverb)
11. He who loves peace minds his own \_\_\_\_\_. (Chinese proverb)  
 \_\_\_\_\_ before pleasure. (German proverb)  
 To open a \_\_\_\_\_ is very easy; to keep it open is very difficult. (Chinese proverb)
12. To advise is easier than to \_\_\_\_\_. (German proverb)  
 \_\_\_\_\_ the needy but not the poor. (Chinese proverb)  
 If you want happiness for an hour -- take a nap. If you want happiness for a day - go fishing. If you want happiness for a month - get married. If you want happiness for a year - inherit a fortune. If you want happiness for a lifetime - \_\_\_\_\_ someone else. (Chinese proverb)

**Task 3. For questions 13-19, match the sociocultural facts with their countries of origin. There are more countries than you will need (14 points).**

<b>A</b>	France	<b>D</b>	Argentina	<b>G</b>	Israel
<b>B</b>	Germany	<b>E</b>	China	<b>H</b>	UK
<b>C</b>	South Korea	<b>F</b>	USA	<b>I</b>	Japan

13. In this country a Roman Catholic royal cannot become the monarch.
14. In this country there are a lot of companies owned, controlled, and/or managed by the same family dynasty, generally that of the group's founder.
15. The number nine represents longevity in this country. So, important birthdays are often celebrated a year earlier before 40, 50 or 60 for better luck.
16. The workweek in this country starts from Sunday and ends on Thursday so that people can celebrate the Holy Day.
17. Workers in this country are protected by a special Law, which officially allows them not to respond to emails that come in after hours. The measure protects employees from being overworked.
18. A15-minute exercise regimen is commonly enacted in the workplace in this country. Companies invite employees to exercise together to build morale and create a feeling of unity.
19. When meeting with a colleague in this country it is common to give a “mock kiss” on the right cheek. It is a way to show welcome, respect and affection.

## **PART 2. ANALYTICAL WRITING (50 points)**

**Task 4. Now you have learned about nepotism in various working environments. Write an essay analysing the issue of relatives working in the same business or company from the perspective of your cultural experience and background. Your essay should have an introduction, two/three body paragraphs, and a conclusion.**

**You must:**

1. define the cultural phenomenon using your own words;
2. explain how this cultural phenomenon impacts intercultural communication;
3. analyse how this cultural phenomenon is reflected in your culture in the given sphere providing examples.

## **ANSWERS**

### **Task 1.**

1.a

2.c

3.b,c

4.c

5. a - SMALL, b - SMALL , c - SMALL, d – LARGE

6.merit

### **Task 2.**

7. company

8. enemies

9. strangers

10. relatives

11. business/Business

12. help

### **Task 3.**

13.H

14.C

15.E

16.G

17.A

18.I

19.D