PROGRESS TESTS
With KEYS
Aim of the online test material

The progress tests provide teachers with a useful resource of testing material. They can be used to assess the learners’ acquisition of language items taught in the Business Benchmark coursebooks.

Availability

The progress tests are available through our website as downloadable pdf files with accompanying MP3 files for the Listening tasks. The tests can be copied and distributed to each learner and taken in class time.

Content of the progress tests

- The progress tests cover the three levels: Pre-Intermediate – Intermediate; Upper Intermediate; Advanced
- There are 8 tests per level as follows:
  - Progress Test 1 covers Units 1–4
  - Progress Test 2 covers Units 5–8
  - Progress Test 3 covers Units 9–12
  - Mid-Course test 3 covers Units 1–12
  - Progress Test 4 covers Units 13–16
  - Progress Test 5 covers Units 17–20
  - Progress Test 6 covers Units 21–24
  - End of Course Test covers Units 1–24.

Language content

- Each progress test consists of scored exercises to cover Listening, Reading, Writing, Vocabulary and Grammar, focusing on the language content of the four units in question.
- The Mid-Course Test covers the same language skills, Vocabulary and Grammar as the progress tests but focuses on the content of Units 1–12 of the coursebook.
- The End of Course Test covers the same skills, Vocabulary and Grammar but tests the language items in Units 1–24.

Length

Each progress test should take a learner one hour to complete.

Marks

- The tests are designed for quick marking with the provided Answer Key (available on the website as a separate pdf file).
- Each progress test has a total mark of 60. The mark allocated for each task is indicated by the lozenge in the right hand margin of the test. There is additional space in the lozenge for the teacher to insert a score.
Information about each section

Listening
The duration of the Listening section is approximately 10 minutes for each level and consists of 1 audio recording, approximately 2–5 minutes (depending on level) as follows:
- Pre-Intermediate – Intermediate: approximately 2–2.5 minutes
- Intermediate: approximately 3–4 minutes
- Advanced: approximately 4.5–5 minutes

Content
- 1 or 2 tasks. Task types include multiple choice, multiple matching and sentence completion.
- The extracts are either a dialogue or a monologue and include conversations, interviews, telephone calls, talks, documentary features etc. They are all set in a business context which reflects the topic(s) of the unit(s).
- The tasks test the key skills of listening for gist and specific information. They test learners' understanding of attitudes, opinions etc. (depending on level).
- The extract is heard twice. Where the exercise is split into two tasks the first part of the extract is played and repeated and then the second part is played and repeated.
- An audioscript is available on the website in the accompanying Answer Key file.

Reading
The duration of the Reading section is approximately 10–12 minutes for each level.

Content
- 1 text which may be taken from a range of text types: reviews, articles and reports. All texts are set in a business context and relate to the topic(s) of the unit(s).
- 1 or 2 tasks. Task types include multiple choice, multiple matching and sentence completion.
- The tasks test the key skills of reading: skimming and scanning. They test learners’ understanding of gist, attitude, opinion, agreement, purpose, detail, etc. (depending on level).

Grammar and Vocabulary
The duration of each of these sections is approximately 10 minutes for each level and reflects what has been covered in the units.

Content
- 1 or 2 tasks. Task types include multiple choice, gap fill, sentence completion, word formation, etc.
- Tasks may be based on individual sentences or continuous text.
- The tasks test the key grammar and vocabulary of the unit(s).

Writing
The duration of the Writing section is approximately 15–20 minutes for each level.

Content
- 1 task. The type of writing tested ranges from a letter/email/ memo (lower levels) to a proposal or report (higher level).
- A business-related context/scenario is given and reflects what has been covered in the units. 3 or 4 prompts are given indicating what to include in the task. Learners base their writing on the given scenario and prompts.

Length
- Pre-Intermediate – Intermediate: 60–80 words
- Upper Intermediate: 80–100 words
- Advanced level: 120–150 words.
- A sample answer is included in the accompanying Answer Key and is an example of a very good answer
Marking

The Writing task carries a total score of 10. The following Writing mark scheme will help teachers to be objective in their marking. The mark scheme should be interpreted according to the level of the progress test.

**General Mark Scheme**

<table>
<thead>
<tr>
<th>Mark</th>
<th>Task achievement</th>
<th>Range</th>
<th>Organisation</th>
<th>Register</th>
<th>Accuracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>All content points in the task covered without difficulty</td>
<td>A wide variety of structures and appropriate vocabulary used</td>
<td>Ideas expressed clearly and effectively, using linkers</td>
<td>The style and level of formality is consistently appropriate</td>
<td>Very few grammatical errors</td>
</tr>
<tr>
<td>4</td>
<td>Most of the task completed without difficulty</td>
<td>Some elements of 3 and some of 5</td>
<td>Some elements of 3 and some of 5</td>
<td>Some elements of 3 and some of 5</td>
<td>Some elements of 3 and some of 5</td>
</tr>
<tr>
<td>3</td>
<td>Task completed with occasional difficulty</td>
<td>A variety of structures used, with some inappropriate or repetitive language used</td>
<td>Ideas usually expressed clearly and effectively using linkers but sometimes errors make meaning unclear</td>
<td>Meaning is generally clear, but language is not consistently appropriate</td>
<td>Grammatical errors are frequent but rarely impair communication</td>
</tr>
<tr>
<td>2</td>
<td>Frequent difficulties prevented task completion</td>
<td>Some elements of 1 and some of 3</td>
<td>Some elements of 1 and some of 3</td>
<td>Some elements of 1 and some of 3</td>
<td>Some elements of 1 and some of 3</td>
</tr>
<tr>
<td>1</td>
<td>Writing sample too short to assess</td>
<td>Writing sample too short to assess</td>
<td>Writing sample too short to assess</td>
<td>Writing sample too short to assess</td>
<td>Writing sample too short to assess</td>
</tr>
</tbody>
</table>

**Answer Key**

An accompanying Answer Key is available on the website for each test. It includes the audioscript and answer key section.
Listening

Listen to an interview with Susan who runs an agency that supplies personal assistants. For questions 1–4, write the correct number.

Example: Year Susan began work as a PA: 1992

1. Number of PAs currently registered with the agency: ______________________
2. Number of regular clients: about ______________________
3. Standard hourly rate for PA: £ ______________________
4. Number of clients with a virtual PA: ______________________

Listen again and for questions 5–7, fill in the missing information.

Example: Most clients are from the London area.

5. About 75% of Susan’s clients are ______________________.
6. Two of her clients are well-known ______________________.
7. A virtual PA needs a computer and ______________________.

Reading

Read the first part of a company profile and for sentences 1–6 decide if the statement is true or false. Write T or F next to the sentences.

PATCHI: A SWEET SUCCESS

Most children love chocolate but not many of them have relatives who own a chocolate business. Nizar Choucair’s uncles owned two chocolate shops in Beirut and Nizar started to help out after school when he was just 11. At first, they just gave him chocolate as payment.

When he left school, Nizar left Lebanon to work with his cousin in Kuwait but he never stopped thinking about the chocolate business. ‘I saw chocolate everywhere’ he remembers, ‘Even in a glass of water’. When Nizar married a Kuwaiti girl, neither he nor his new wife believed they had many opportunities in Kuwait so they returned to Beirut the following year. It was there in 1972 that Nizar opened the first Patchi chocolate store in the Rue Hamra. It quickly became a big success.

However, in 1975, less than a year after the shop opened, Lebanon descended into civil war and Nizar moved away with his wife and children, firstly to Amman, then to Cyprus and Paris. They opened shops in many different parts of the world, and a new factory in Jeddah, Saudi Arabia because of the problems of exporting from Lebanon during the war. But while the country suffered, the Patchi brand continued to build its reputation for luxury chocolate. Now, with over 150 outlets worldwide, Patchi is expected to become a global brand and is a prime candidate for listing on the London or Dubai stock exchange. Plans for this were put on hold in 2008 because of the global financial crisis but Mr Choucair still expects to do it in the near future.
**Example:** Nizar started to work in his uncles’ shops after he left school  ... 

1. As a child, Nizar did not receive any money for helping in his uncles’ shops. ... 
2. When he lived in Kuwait, he forgot about the chocolate business at first. ... 
3. Nizar and his wife believed they had good opportunities in Kuwait. ... 
4. It was difficult to export goods from Lebanon in the late 1970s. ... 
5. Patchi’s reputation suffered during the war years in Lebanon. ... 
6. Patchi was listed on the stock exchange in 2008. ... 

Read the second part of the profile about Patchi’s product range and answer the questions. Write one word only or a number for each answer.

Patchi today has branches in around 40 countries and has recently expanded into the Far East by opening outlets in Takashimaya, a Japanese department store. When the first Patchi shop opened back in 1974, it soon became famous for creating luxury gift items for weddings. With global expansion, this has now extended to items for a huge variety of special occasions, such as the Chinese New Year. The company now uses 42 varieties of chocolate and has also branched out into special chocolate products for children under the name of Patchino.

Mr Choucair always intended his products to stand out from the competition and one of Patchi’s unique points is the luxurious packaging. Factories in Egypt, Dubai, Syria, Lebanon and Saudi Arabia produce the chocolate but the boxes and ribbons are all made in Sibline, a Lebanese town south of Beirut. In 2008, Patchi made what is probably the most expensive box of chocolates in the world for Harrods, the London department store. The outside of the box was made of leather and each of the 49 chocolates was decorated with gold. It cost £5,000.

**Example:** What brand name does the company use for children’s products? Patchino  

7. What special occasions did Patchi first produce chocolates for?  
8. How many types of chocolate does Patchi use in its products?  
9. Which country does the packaging for Patchi chocolates come from?  
10. Which department store sold Patchi’s most expensive box of chocolates?  

...
Grammar
Read the profile from a company website. For questions 1–10, put the verbs in brackets in the correct tense (present simple, present continuous or past simple).

Two friends on the beach, with a pile of specially designed T-shirts to sell to the surfers!

That was how it all began back in 1995. Our cousin Sandy (1) came up with some of our best designs but we (2) didn’t have any premises then. (She still (3) does them for us sometimes!) But holidaymakers (4) like the T-shirts so much that we soon (5) set up our own shop and the company just (6) grew from there.

These days of course we (7) don’t sell T-shirts on the beach any more. The company (8) has over 20 stores across the country. We (9) are looking for some more new premises at the moment too, so watch this space! But there’s one thing we (10) don’t intend to change. We want to stay your top choice for fun T-shirts and beach shorts.

For questions 11–15, put the words in the correct order to make questions to ask the owners of the company.

Example: shop was first where your? Where was your first shop?
11 your you how premises did find?
12 T-shirts why popular were the so?
13 planning designs at new any moment the you are?
14 designers how many employ you do?
15 plans the are future what for your?

Vocabulary
For sentences 1–10, choose the correct answer (A, B, C or D).

Example: We need to come up with a good solution to this problem.
A take  B put  C come  D make
1 It is essential that we (1) come up with a good solution to this problem.
A arrive  B meet  C reach  D win
2 Could we (2) a time for us to meet early next week?
A do  B fix  C put  D hold
3 Under the new system, junior and senior members of staff will work (3) together as a team.
A nearly  B tightly  C closely  D firmly
4 If we are not ready to take (4) this challenge, we will be in serious trouble next year.
A on  B down  C off  D out
5 It is very important that we (5) up with all the latest technology.
A stay  B keep  C hold  D take
6 He (6) all the family’s shares in the company after his father’s death.
A merged  B launched  C intended  D inherited
7 Mr Zhou remained chairman of the company until his son took (7) in 1983.
A up  B out  C on  D over
8 We plan to (8) version 3 of the software next spring.
A launch  B drive  C throw  D place
9 We will invest all the money into the fund, minus the seven per cent ________________ charge.
   A dealing   B working   C handling   D moving

10 Filling in all these forms is a very ________________ job.
   A time-saving   B time-consuming   C timekeeping   D timeless

For questions 11–15, complete the following statements with the most suitable adjective from the box.

| flexible | rewarding | wide | competitive | close | standard |

   Example: We work in ________________ partnership with our clients.

11 We aim to provide the customer with a ________________ range of high quality ethnic food.

12 Our mission is to offer a reliable childcare service and to help working parents achieve a good work-life balance by offering ________________ hours.

13 We will offer our students high quality training and a challenging and ________________ environment for study.

14 We are a family business offering nearly new cars at ________________ prices.

15 Our aim is to give advice and help companies to follow ________________ procedures for safety in the workplace.

Writing

You live and work in New York. You receive the following email from your colleague Marilyn who lives in Philadelphia.

Hi

I’m in New York from 25 May to 28 May. Can we get together on 26 May in the afternoon to discuss the outline for the training course? Maybe we can have lunch together as well?

Marilyn

You cannot meet Marilyn that afternoon. Write an email to her. In your email:
   • say that you cannot meet
   • give a reason
   • suggest another day or time
   • suggest arrangements for lunch.

Write 60–80 words in the box below.

| 10 | Total | 60 |
**Susan:** Well it can be anyone. We’re based in London, so most clients are from the London area of course. They’re usually fairly well-off. And there are many more women than men. About three quarters of them are women.

**Interviewer:** Why is that?

**Susan:** Well, my theory is that women don’t mind asking for help if they have too much work. Men don’t usually do that. They don’t like to admit that they can’t manage on their own.

**Interviewer:** That’s interesting. Do you have any famous clients on your books?

**Susan:** Well, we do have two politicians who are quite well known, one female. But I don’t think I should mention names.

**Interviewer:** And do you think the job of personal assistant is changing? Is it different now from when you started?

**Susan:** The work is largely the same but one big change is the growth in virtual PAs. That’s when the PA and the client don’t actually meet — they just do everything during a fixed time over the internet or over the phone. We have six regular clients who only have a virtual PA. The big advantage, of course, from the PA’s point of view is that they can work from home. Two of the people I employ definitely prefer working that way.

**Interviewer:** And do you need a lot of special equipment for it?

**Susan:** No, not really. All you need is your computer and broadband. There’s not usually any need for video conferencing equipment or anything like that.

**Interviewer:** Susan, thank you for talking to us.
**Vocabulary**

1. B
2. B
3. C
4. A
5. B
6. D
7. D
8. A
9. C
10. B

11. wide
12. flexible
13. rewarding
14. competitive
15. standard

**Writing: sample answer**

Hi Marilyn

Sorry but I’m afraid I can’t make 26 May. I’m out of the city that day at a conference.

I could meet on 27 May if you’re free then. How about 12:30? We could meet somewhere in the city centre and go to that Italian restaurant we like. I will bring the training materials with me and we can discuss them over lunch.

Rebecca
Listening

You will hear a customer telephoning a company which produces business cards. For questions 1–4, choose the correct answer, A, B or C. You will hear the recording twice.

Details of the original order:

Example: The customer ordered the cards

A online.
B by mail order.
C by phone.

1 The customer’s name is David
A Mascell.
B Maskell.
C Maskill.

2 The order was for
A 300 cards.
B 400 cards.
C 500 cards.

3 The size was
A 80 x 50 mm.
B 80 x 60 mm.
C 90 x 60 mm.

4 The customer wanted cards with
A black letters.
B blue letters.
C gold letters.

Listen to the second part of the conversation. For questions 5–8, fill in the details of the new order. You will hear the recording twice.

New order:

Example: Colleague’s mobile number: 09356 897955

5 New email address: 

6 Cost of cards: 

7 Cost of postage and packing: 

8 Free gift:
Reading

Read the article about the growth of the market for mineral water. For questions 1–5, decide if the sentences refer to Perrier (P) or Evian (E). Write the correct letter, P or E, next to the sentences.

THE GROWTH OF BOTTLED WATER

Forty years ago, bottled water was not something many people were interested in buying. But in the past 50 years, it has become one of the biggest marketing success stories.

The story began with one famous brand: Perrier. This water appeared at a time when Frenchness was seen as something ‘chic’. The company used French slogans and marketed their product as ‘the champagne of table waters’. If you drank Perrier, it showed that you were someone with good taste who understood how society worked. The success of this campaign led to the company expanding by bringing out different sized bottles and then by selling the water in cans so that it competed directly with other fizzy drinks. The Perrier logo became so well known that the company were able to put them on other related products such as iceboxes.

Following this success, other manufacturers entered the market. Another French brand, Evian, noticed a growing interest in products for health and fitness and so made this part of their brand identity. Their early advertisements showed people exercising in the gym. The link between Evian and fitness was so strong that the company organised a special campaign just after New Year for people who wanted to get fit again after the Christmas festivities. Like Perrier’s strong branding, this association was a very successful strategy.

Nowadays, bottled water is a mature market, but its future is uncertain. As people become more concerned about the environment they are less likely to buy water in plastic bottles. Perhaps taps are best after all.

Example: The company used French slogans in their advertising. .......... P

1 The logo was used to promote other products in addition to water. .......... P/E
2 It was marketed as an accompaniment to a healthy lifestyle. .......... P/E
3 It attracted people who wanted to appear elegant and trendy. .......... P/E
4 It ran a campaign associated with a particular time of year. .......... P/E
5 It used different types of containers. .......... P/E

Grammar

For questions 1–5, change these active sentences into passive sentences.

Example: They manufacture most of the parts in China.

Most of the parts are manufactured in China.

1 They transport the goods to the factory by rail.

They are transported by rail to the factory.

2 We keep all the contracts in a locked cabinet.

All the contracts are kept in a locked cabinet.

3 They sell the detergent in 500 ml bottles.

The detergent is sold in 500 ml bottles.

4 At the end of the day, they take the finished products to the storeroom.

The finished products are taken to the storeroom at the end of the day.

5 We give a welcome pack to each new customer.

A welcome pack is given to each new customer.
Read the extracts below (6–10). Choose the sentence (A, B or C) which correctly explains the meaning.

Example: ALL MAJOR CREDIT CARDS ACCEPTED
   A You have to pay by credit card.
   B You can pay by credit card.
   C You can’t pay by credit card.

6 CONSTRUCTION SITE KEEP OUT
   A You don’t have to enter here.
   B You can’t enter here.
   C You should enter here.

7 This letter is for information only. No action from you is required.
   A You have to answer this letter.
   B You don’t have to answer this letter.
   C You mustn’t answer this letter.

8 Please keep these documents in a safe place.
   A You mustn’t lose these documents.
   B You don’t have to keep these documents.
   C You can’t lose these documents.

9 It is best to see these shares as a long-term investment.
   A You shouldn’t expect to make a quick profit.
   B You must expect to make a quick profit.
   C You can expect to make a quick profit.

10 Lunch is not provided but free tea and coffee are always available.
    A You mustn’t pay for drinks.
    B You can’t pay for drinks.
    C You don’t have to pay for drinks.

Vocabulary

For questions 1–12, choose the correct answer, (A, B, C or D) to complete each sentence.

Example: We need to ___________, up with a good solution to this problem.
   A take  B put  C come  D make

1 We aim to provide you with a financial package which will ___________ your needs.
   A reach  B meet  C provide  D give

2 The ___________ of a plasma TV is usually around 30,000 hours of use.
   A lifetime  B lifesize  C lifespan  D lifestyle

3 All the parts are made overseas, so in our factory here we just ___________ the product.
   A accumulate  B gather  C assemble  D collect

4 My mobile phone is dead. I must remember to ___________ it up this evening.
   A load  B fill  C power  D charge

5 Please could you help me with the printer? The paper has run ___________.
   A off  B down  C away  D out

6 The company are considering setting up a new production ___________ in Eastern Europe.
   A place  B plant  C part  D point

7 The prices of the tyres will rise because of the increase in the cost of ___________ materials such as natural rubber.
   A raw  B base  C first  D prime
8 You need to apply for a .......... to stop other inventors from copying your idea.
   A licence   B patent   C copyright   D coupon

9 I am afraid we are unable to .......... your order because your credit card number is not recognised.
   A progress   B process   C proceed   D promote

10 Please could you .......... me through to the accounts department.
    A move   B change   C put   D place

11 Just hold .......... a moment please, while I see if Mr Bates is in the office.
    A on   B off   C up   D out

12 I tried to phone the company this morning but I couldn’t get .......... The line was engaged every time.
    A across   B over   C around   D through

For questions 13–18, use the words in the box to form compound nouns for the following definitions. You can use a word more than once.

<table>
<thead>
<tr>
<th>market</th>
<th>brand</th>
<th>share</th>
<th>word</th>
<th>leader</th>
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</table>

Example: Activities to explain to people what a company does so they will have a good opinion of it. .......... public relations

13 The percentage of sales that a company has for its product compared with its competitors. ..........  

14 The process by which people hear about a product from friends or colleagues. .......... of ..........  

15 Activities which try to get information about who buys or might buy a particular product. ..........  

16 A company or product which has more sales than all its competitors. ..........  

17 The way in which a company tries to control how people think about their products and their name. ..........  

18 The group of people who you want to buy or use your product. ..........  

   12  6
Writing
You are organising a three-day trade fair and you need to rent some equipment. You see the advertisement below.

MILLER COMPUTER SOURCE
Miller Computer Source offers a range of computer equipment to rent. Desktop and laptop computers and projection equipment all available for daily or weekly rental.
If you are organising a trade fair or corporate event, we can supply your needs.
Contact: info@millercomputersource.com

Write an email to Miller Computer Source. In your email:
• give the dates and location of the trade fair
• say what equipment you need
• ask how much it will cost
• ask if the company provides technical support.

Write 60–80 words in the box below.
WOMAN: Good morning, Easycards.

DAVID: Good morning. I’m phoning about some business cards I ordered online yesterday. I filled in the form and sent it in but now there are one or two things I’d like to change.

WOMAN: Right, that’s OK. Could I have your name please?

DAVID: Yes, it’s David Maskell, that’s M-A-S-K-E-L-L.

WOMAN: Right, just a moment while I bring up your order on the screen. Was the order for three, four or five hundred?

DAVID: It was for 300 cards.

WOMAN: Of our largest size?

DAVID: That’s right, the 90 by 60 millimetres.

WOMAN: Yes, not the smaller, 80 by 50.

DAVID: No, it wasn’t that.

WOMAN: Single-sided with blue lettering. No gold.

DAVID: Actually our order was for black lettering.

WOMAN: Oh yes, got that.

WOMAN: So what did you want to change?

DAVID: Well, I’d like to include my colleague’s mobile number on the card as well as the number I gave you.

WOMAN: That’s fine. What’s the number?

DAVID: It’s 09356 897955.

WOMAN: OK.

DAVID: The other thing is, I need to change the email address on the card. My colleague thought it would be good to have a separate email for business contacts and I’d like the new address on the card.

WOMAN: So what’s the new email?

DAVID: It’s Stonegate Gardens. That’s S-T-O-N-E-G-A-T-E, then Gardens, all one word, at a-o-o-l dot com.

WOMAN: OK, I’ll make these changes, but can I ask you to send us an email to confirm this in writing.

DAVID: Yes, of course. And I’d also like to change the quantity I ordered.

WOMAN: Ah. So how many would you like now?

DAVID: I’d like to increase the order to 500 please. My colleague wants an extra 200.

WOMAN: 500. So that’s £64. Oh no, sorry, that’s for double-sided. I mean, £48.

DAVID: And postage and packing?

WOMAN: That now goes up from £6 to £7. The nice thing about ordering 500 or more cards is that you get a free gift.

DAVID: Oh yes?

WOMAN: Yes, you get a free wallet to hold the cards.

DAVID: Oh great! So, I’ll confirm these changes to you by email in the next hour.

WOMAN: Thank you.
**ANSWER KEY**

**Listening**
1. B
2. A
3. C
4. A
5. stonegategardens@aol.com
6. £48
7. £7
8. wallet

**Vocabulary**
1. B
2. C
3. C
4. D
5. D
6. B
7. A
8. B
9. B
10. C
11. A
12. D
13. market share
14. word of mouth
15. market research
16. market leader
17. brand management
18. target market

**Reading**
1. P
2. E
3. P
4. E
5. P

**Grammar**
1. The goods are transported to the factory by rail.
2. All the contracts are kept in a locked cabinet.
3. The detergent is sold in 500 ml bottles.
4. At the end of the day, the finished products are taken to the storeroom.
5. A welcome pack is given to each new customer.
6. B
7. B
8. A
9. A
10. C

**Writing: sample answer**

I am organising a trade fair which is taking place in Edinburgh from 6 to 9 March. I need to hire thirty desktop computers for this event and two sets of projection equipment. Please could you tell me how much this will cost? I would also like to know if your company provides technical support and if this is included in the price.

Kind regards
Listening

You will hear a manager, Amanda Wilson, telephoning her personal assistant about a business trip. For questions 1–4, fill in the correct information. You will hear the recording twice.

Example: Destination: \textit{Barcelona}.
1 Date of departure: \underline{\hspace{3cm}}
2 Preferred time of flight: around \underline{\hspace{3cm}} pm
3 Date of return journey: \underline{\hspace{3cm}}
4 Preferred time of return flight: around \underline{\hspace{3cm}} pm

Listen to another conversation. You will hear a later telephone call from the same manager. For questions 5–7, fill in the correct information.

Example: The name of the hotel is the \textit{Carmelo}.
5 The hotel is near the \underline{\hspace{3cm}}.
6 Amanda’s room is on the \underline{\hspace{3cm}} floor.
7 The business centre is open \underline{\hspace{3cm}} hours a day.

Reading

Read the following online advertisement about a minibus service for London commuters. For questions 1–5, decide if the sentence is ‘Right’, ‘Wrong’ or if the text ‘Doesn’t say’. Choose the correct answer.

\begin{center}
\textbf{Does your daily commute to work stress you out?}
\textbf{Are you tired of overcrowded, unreliable trains?}
\end{center}

If the answer is yes, then sign up for our new minibus commuter service! We can offer you a relaxing trip in a luxury ten-seater minibus. No waiting on cold platforms or standing in crowded carriages. If you request it, we’ll provide your favourite newspaper free of charge. And if you’ve left home without breakfast, we can sell you a bottle of water and a piece of fruit for the journey.

Our driver will pick you up at Bedford station Monday to Friday at 6:15 for a 6:30 am start, and get you to Liverpool Street station for 8 am. For the return journey, we leave from the same spot at 5:30 pm. For your morning and evening journey together, you’ll pay just £40.

And if you don’t live in Bedford? Watch this space. Further routes from other towns, including Luton and Cambridge, are planned for next year.

Customer comments:

A ‘Our driver always greets you with a smile. It’s so different from what you get at the ticket office.’ \textit{JC, Bedford}

B ‘I couldn’t concentrate on a crowded train but now I can think properly about my day ahead. There’s space for my laptop too.’ \textit{Trainhater}

C ‘It’s slightly more expensive than my train ticket but it’s worth it!’ \textit{D. Morris}

D ‘Unlike the people at the railway company, this driver never goes on strike.’ \textit{F. Daniels}

E ‘This is a venture that could really grow. I’d like to see it rolled out across more commuter towns.’ \textit{A banker}
Example: There are places for ten passengers in the minibus.
A Right   B Wrong   C Doesn’t say

1 You don’t have to pay for your newspaper in the minibus.
A Right   B Wrong   C Doesn’t say

2 Most commuters eat breakfast on the minibus.
A Right   B Wrong   C Doesn’t say

3 For the return journey, the minibus leaves from Liverpool Street.
A Right   B Wrong   C Doesn’t say

4 The cost of a one-way ticket is £40.
A Right   B Wrong   C Doesn’t say

5 The minibus currently serves three different commuter towns.
A Right   B Wrong   C Doesn’t say

For questions 6–8, match each opinion to the correct customer comment. Write the correct letter A–E. There is one comment you will not use.

Example: It’s good value for money.  .......... C

6 This service means you can use your travel time more productively. .......... 

7 This business should try to expand. .......... 

8 Some people who work for the railway company are unfriendly. ..........  

Grammar

For questions 1–10, put the adjectives in brackets in the correct comparative or superlative forms.

BUDGET AIRLINES

The rise of budget airlines has completely changed the airline industry over the past two decades. They now offer plane tickets at a price which is much (0) cheaper (cheap) than those for traditional airlines. So how do they do it?

Budget airlines rely on their cheap prices to give them high numbers of passengers. They need to have (1) fewer (few) empty seats than other airlines. The fact that there is no catering saves money and it also means that their turnaround time is (2) quick. The actual planes are always the (3) valuable asset that an airline possesses, and this short turnaround time means that low cost companies use them in a (4) efficient way than traditional airlines. Online booking also means that for budget airlines, staff costs are (5) low. Finally, most budget airlines only use one type of carrier. Again, from a financial point of view, this is (6) good than using a variety of different types because maintenance is (7) easy and staff need less training.

But can it continue? The rising cost of fuel is a big problem for the airline industry and the effects will be (8) bad for budget airlines than other companies because there are so few savings that they can make. Even Ryanair, the (9) large and (10) successful budget carrier in Europe has said that rising oil prices are a real threat. If budget airlines have to raise their prices and traditional airlines have to make savings, then perhaps the difference between the two types of airlines will begin to disappear.
For questions 11−15, underline the correct future forms.

**Example:** Have you spoken to David about the new pay offer?
No, we’ll / **we’re going to** meet and discuss it tomorrow.

11 It is predicted that the cost of raw materials will rise / is rising by more than a third next year.
12 What are your plans for next week?
Well, I’ll fly / I’m flying to New York on Monday to attend a conference.
13 It’s very hot in the meeting room.
OK, I’ll turn on / I’m going to turn on the air conditioning.
14 I need to get to the station by five o’clock.
Well, I’m going that way. **Shall I / Am I going to** give you a lift?
15 Why are you looking so happy?
I made an important decision last night. I’ll / I’m going to give up my job and start my own business.

**Vocabulary**

For questions 1−6, put together a word from box A and a word from box B to make compound nouns to complete the sentences.

**A**

<table>
<thead>
<tr>
<th>seat</th>
<th>aisle</th>
<th>hand</th>
<th>safety</th>
<th>public</th>
<th>goods</th>
<th>flight</th>
</tr>
</thead>
</table>

**B**

<table>
<thead>
<tr>
<th>record</th>
<th>train</th>
<th>belts</th>
<th>attendants</th>
<th>luggage</th>
<th>seat</th>
<th>transport</th>
</tr>
</thead>
</table>

**Example:** People need to stop using their cars so much and start to use public transport.
1 Could you give me a/an ______________________, please? I don’t like sitting next to the window.
2 The company has a very good ______________________ and there have been no major accidents.
3 I don’t need to check in any bags. I only have ______________________.
4 Passengers must fasten their ______________________ during take off and landing.
5 A ______________________ carrying coal crashed into an Intercity Express last night.
6 Our ______________________ will shortly serve you with drinks and a light snack.

For questions 7−10, choose an adjective from the box to complete the extracts from hotel advertisements.

<table>
<thead>
<tr>
<th>stunning</th>
<th>high</th>
<th>easy</th>
<th>state-of-the-art</th>
<th>wide</th>
</tr>
</thead>
</table>

**Example:** Our guests frequently comment on our high standard of service.
7 There are ______________________ views of the surrounding countryside from our terrace.
8 Our conference centre is supplied with ______________________ equipment.
9 The hotel is situated in the town centre with ______________________ access to public transport.
10 Our business centre offers a ______________________ range of services.
For questions 11–17, choose the correct answer (A, B, C or D) to complete each sentence.

Example: I’m afraid I can’t meet you on Monday. I’m booked ___________ all day.
   A out   B off   C up   D down

11 Please could we rearrange our meeting as I can’t ___________ that time now.
   A take   B make   C put   D place

12 Car exports to China actually stand at around 500,000 ___________, the forecast was for 200,000.
   A so   B however   C despite   D whereas

13 ___________ the slight fall in sales last month, the general forecast is for increased growth.
   A Although   B Whereas   C Despite   D But

14 Welcome packs are given to all ___________ when they arrive at the conference centre.
   A assistants   B delegates   C competitors   D attendants

15 Could we ___________ our stay by another night instead of leaving tomorrow?
   A raise   B expand   C widen   D extend

16 Our current strategy is not working well, so I’ve decided to take a different ___________.
   A approach   B arrangement   C movement   D plan

17 I’ve heard a ___________, that you’re leaving the company. Is that true?
   A noise   B rumour   C buzz   D chat

Writing

You manage a local branch of a company. Someone from your head office is arriving next month to visit. You see the following advertisement.

GOLD STAR MEET AND GREET SERVICE

We run a fleet of chauffeur-driven cars for transfers from airports to hotels and stations. Reliable service guaranteed.

You would like to arrange a transfer for your visitor from the airport to his/her hotel. Write an email to the meet and greet service. In your email give the details about:

• the guest’s name
• the flight number and time
• the hotel where s/he is staying
• request a price quote.

Write 60–80 words in the box below.

Amanda: Hi James, it’s Amanda. I’ve got my trip to Barcelona at the end of this month, so could you go online and book my flight for me?

James: OK. Which airline?

Amanda: It doesn’t really matter. Try Iberia first.

James: Can I just check the dates? You’re leaving on the 28th of May aren’t you?

Amanda: Well, actually, I think I’d like to travel on the day before, the 27th. I’ve got a meeting in the afternoon on the 28th and it might be a bit rushed if I fly that same day.

James: OK.

Amanda: So could you book me an afternoon flight please? Leaving about four if you can. Not earlier than two because I’ve got a few things to do that morning.

James: And when are you coming back?

Amanda: That will be the 30th of May. It’s a three-day trip really. And I’m actually visiting a factory outside Barcelona that morning, so again I’m going to need an evening flight.

James: What sort of time?

Amanda: Well, I won’t get back to the hotel before about three. Let’s say about seven o’clock. Make sure the timing isn’t too tight please.

James: And what about the hotel?

Amanda: Yes, could you book that for me as well? See if you can book me into the Majestic. I’ve stayed there before.

James: OK, I’ll do that later today.

Amanda: OK, so the flight times sound fine. Thanks. What about the hotel? Did you manage to book the Majestic?

James: Sorry, no. I went on to their website but they’re fully booked that week. So I did a bit of hunting around and I’ve booked you into another hotel. I hope that’s OK.

Amanda: Which hotel?

James: It’s called the Hotel Carmelo.

Amanda: I don’t know it. Where is it?

James: I don’t remember the address but it’s near the station.

Amanda: Oh, OK.

James: I booked you a suite. From what I could see all the suites are on the top floor so you should have a good view.

Amanda: I suppose they have a business centre?

James: Yes, it looked OK from the website. They have all the usual facilities. And it’s open 24 hours a day.

Amanda: Oh, that should be fine. Thanks James.
**Vocabulary**

1. aisle seat  
2. safety record  
3. hand luggage  
4. seat belts  
5. goods train  
6. flight attendants  
7. stunning  
8. state-of-the-art  
9. easy  
10. wide

**Writing: sample answer**

I would like to arrange meet and greet and a hotel transfer for Mr Ahmed Wali. He is arriving at Heathrow Airport from Dubai on 5 March at 15:40. The flight number is BA 356. He is staying at the Marriott Hotel in Park Lane in central London. Please could you give me a quotation for this service?

I look forward to hearing from you.

Kind regards
Listening

You will hear an interview about how a restaurant chain, Diavolo’s, uses social networking sites. For questions 1–4, choose the correct answers. You will hear the recording twice.

1–2
Which three of the following does the company use Facebook for? __________

Example: A

A to advertise products
B to announce plans for new restaurants
C to estimate numbers of customers for special evenings
D to provide links to restaurant reviews
E to give details of job vacancies

3–4
Which two of the following are posted on the blog? __________

A pictures of celebrity guests
B daily changes to the menu
C recipes
D pictures of new dishes

For questions 5–8, write no more than three words to complete the sentence. You will hear the recording twice.

Example: Part of the blog is usually written by the head chef.

5 The new item on the blog will be called ________________.

6 If someone is the first person to compliment Diavolo’s for something on Twitter, they receive a ________________.

7 The biggest advantage of using social networking sites is that you receive much more ________________.

8 Now, the restaurant spends much less on ________________ advertising.
BUSINESS BREAKFASTS

For a long time the business lunch has been in decline. It takes up too much time for today’s business people. Instead, the last few years have seen the rise of the business breakfast. Jay Warner, the owner of a New York restaurant, reports that breakfast meetings are becoming more and more popular. ‘Over breakfast, people start talking business almost straightaway’ he says. ‘Lunch was always longer with more socialising. And of course, breakfast doesn’t eat into your expenses like lunch.’ Another advantage, as Sandra Lake, another fan of business breakfasts, points out is that it is better for a fitness conscious workforce. ‘The old business lunch was always difficult if you were watching your weight.’

Breakfast is also a good time for networking, as members of the ‘Business over Breakfast’ or ‘bob’ club know. The first bob club opened in 2004 and now they have spread across the UK and USA. At meetings, members give one minute presentations and give and receive business referrals. At each meeting, one member can also take extra time to make a special ‘showcase’ presentation. Stuart Minton, a member of a bob club believes that networking is easier over breakfast. ‘Your head isn’t cluttered with the business of the day, so it’s easier to promote your product. Talking to people is easier too. You can just say something about your scrambled eggs and you’ve started.’ It has certainly worked for him. His sales figures have grown steadily since he joined the club five years ago.

For questions 1−4, match each person (A−C) with the correct opinion. Write A, B or C next to each opinion. You can use any letter more than once.

A  Jay Warner
B  Sandra Lake
C  Stuart Minton

Example: People usually start talking business more quickly if the meeting is at breakfast time.  A

1 Breakfast meetings are more popular than lunches among people who want to stay healthy.  
2 People find it easier to begin conversations if they are eating together. 
3 People are more focused early in the morning. 
4 A business breakfast is usually cheaper than a business lunch. 

For questions 5−7, decide if the sentence is ‘Right’, ‘Wrong’ or if the text ‘Doesn’t say’. Choose the correct answer.

Example: Nowadays many people think that business lunches are too long.
A  Right  B  Wrong  C  Doesn’t say

5 The first ‘bob’ club opened in the UK.
A  Right  B  Wrong  C  Doesn’t say
6 Presentations at a ‘bob’ club are never longer than one minute.
A  Right  B  Wrong  C  Doesn’t say
7 Stuart Minton has been a member of a ‘bob’ club for five years.
A  Right  B  Wrong  C  Doesn’t say
Grammar

For questions 1–8, put the verb in brackets in the correct form, (either simple past or present perfect).

Example: I ......................... (join) the company in March 2010.

1 I ................................ (be) with Santander for three years and I really enjoy the job.
2 Mr Weston ................................ (leave) the business three months ago.
3 Sales ................................ (fall) by about three per cent last year.
4 I ................................ (not see) Mr James since the meeting.
5 Is this the first time you ................................ (visit) Stockholm?
6 When ................................ you ................................ (start) working for Hyundai Motor?
7 How long ................................ you ................................ (spend) writing that report yesterday?
8 ‘How long ................................ you ................................ (know) Jamila?’ ‘Ever since we were at school.’

For questions 9–14, complete the sentences with either a/an or some.

Example: Would you like ...................... some cheese on your pasta?

9 Could you give me ...................... help with this spreadsheet please?
10 You can get ...................... information about the company from their website.
11 We have ...................... very important job to do today.
12 I’m going to get ...................... legal advice about this situation.
13 Is there ...................... place on the course for just one more trainee?
14 They have just published ...................... new research about customer motivation.

Vocabulary

For questions 1–6, choose the correct answer (A, B, C or D) to complete each sentence.

Example: In Japan it can be impolite to ...................... a present immediately.

A unfasten   B unwrap   C uncover   D unpick

1 We’re sending out a ...................... to tell customers about our special offer.

A mailbox   B postcode   C mailshot   D postmark

2 We need to concentrate on getting a deal and not waste time on ...................... talk.

A small   B little   C thin   D short

Read the extract from a letter from someone telling a friend about changes at work.

For questions 15–20, choose the correct expression of quantity.

Work is going much better than last year. Since the new director came in, there have been (0) lots of / much changes in the company. Our old boss just didn’t trust (15) much / many people to work without someone watching them all the time. The new boss is much more flexible about working hours, which is great from my point of view. I still have (16) much / a lot of work to do but I can work from home some days. He’s spent (17) a great deal of / a great many time talking to people, and getting to know them and he’s already come up with (18) a little / a few ideas for improving the systems and reorganising the office. I think he’s planning to invest in (19) a lot of / several new equipment and (20) some / several new furniture for the office, which we really need after all those years under our old boss. He never spent anything on improvements.
3 They have ________________, us very challenging sales targets this year.
   A put    B set    C laid    D placed

4 We must all work as a team to achieve these ________________ before the end of the year.
   A directions    B reasons    C purposes    D objectives

5 It would be nice to start the session with a team-building task to ________________ the ice.
   A cut    B break    C crack    D hit

6 We aim to stay at the cutting ________________ of pharmaceutical research and development.
   A side    B edge    C part    D line

In the following sentences, the underlined word is in the wrong form. For questions 7–11, write the correct form in each case.

Example: He made a very good impress at the job interview. ________________

7 You can’t success in this job if you don’t know who your customers are. ________________

8 Small food shops are facing a lot of compete from supermarkets. ________________

9 I want to see more cooperate with your colleagues in future, please. ________________

10 I want the training to be interact, not just a series of lectures. ________________

11 Employers need to encourage creative amongst their staff. ________________

Writing

You have just returned from a business trip to Brazil to discuss a possible joint project. During the trip, your host, Marcelo Nicolini, showed you around Rio de Janeiro and on the last day, there was a special dinner. Write an email to your host. In your email:

• thank him for the hospitality
• say one thing you especially enjoyed
• comment on your return trip
• say when you will be in contact again about the project.

Write 60–80 words in the box below.
Interviewer: So, what exactly do you do at Diavolo’s?

Man: Well, my job title is website manager. But I don’t just work on the restaurant’s actual website. I spend more time on social networking sites.

Interviewer: So, which sites do you use?

Man: Well, the most important is Facebook but we’ve just started a blog as well.

Interviewer: Right. So, what can I find on your Facebook page?

Man: Well, we use it to promote some of the products we sell, or new restaurants that are going to open. And we also use it as a tool for recruitment. If any job comes up at any of our branches, then there’s a page where we can post details and invite applications. And of course, people can add themselves as friends of Diavolo’s. The numbers for that are growing all the time.

Interviewer: And what about the blog?

Man: That’s something we’ve just started recently. The good thing about a blog is that you can write so much more than on Facebook. So, if there’s a special event or a famous person comes to the restaurant, then that’s something we can blog about and post some pictures of them with the staff or show people what they chose from the menu. And we use the blog for promotion too. If one of our chefs creates a new dish, then we usually put pictures of it on the blog so people will want to come and try it. Not all the details of the recipe of course.

Interviewer: Do you always write the blog?

Man: No, usually our head chef writes part of it. He knows more about the food than I do. Actually, we’re going to start a new weekly feature quite soon called ‘ask the chef’. If anyone has any questions about Italian food, they can write in, and one of our chefs will post answers. It’s great for building up rapport.

Interviewer: And do you use any other sites?

Man: Yes, Twitter. We don’t post on it much but it’s important to monitor it for any good or bad comments about the restaurant so we can answer them. And if someone is the first person to tweet positively about a special offer or a new dish, we send them a small gift.

Interviewer: So what’s the big advantage of using social networking sites for all this activity?

Man: Well, the most important advantage, if you’re talking about customer feedback, is that you get so much more of it. So many people regularly use Facebook and Twitter, and they just go to the site and post a comment when they happen to be working online. And the other advantage of using social networking of course is that it’s so much cheaper than placing ads in magazines or printing flyers. We’ve been able to really reduce our advertising budget by spending less on traditional advertising.

Interviewer: So, using the social networking sites has been really positive?

Man: I would say so, yes.
ANSWER KEY

Listening
1–2
B
E
3–4
A
D
5 ask the chef
6 (small) gift
7 customer feedback
8 traditional

Vocabulary
1 C
2 A
3 B
4 D
5 B
6 B
7 succeed
8 competition
9 cooperation
10 interactive
11 creativity

Reading
1 B
2 C
3 C
4 A
5 C
6 B
7 A

Writing: sample answer

Dear Marcelo

I am writing to thank you for your hospitality during my stay in Rio. It was a very enjoyable stay, especially the last dinner on Friday in that beautiful restaurant. The return flight was fine and I have now been back in the office for two days. We are having team meetings over the next few days to discuss the project so I will be in contact again early next week.

Best wishes
Listening

You will hear part of a business news programme. For questions 1–4, write a number to complete the sentences.

**Capitum:**

**Example:** Over the past year, the group has lost over £1.2 million.

1 In the case of a restructuring, the company will pay a total of £__________ to shareholders.

2 If the company goes bankrupt, they will pay £__________ to the creditors.

**JC Oil:**

3 Net profit over the last three months is $__________.

**Eurozone inflation:**

4 The inflation rate in the Eurozone last month was ________%.

Listen again and for questions 5–8, write no more than three words to complete the sentence.

**Example:** Capitum’s main activity was providing personal loans.

5 The part of Capitum which is still operating is the ________ agency.

6 JC Oil plans to invest more in ________.

7 Stephen Land of Eastern Foods is to be the new ________.

8 The increase in inflation rate in the Eurozone is caused by high prices of ________.
CHIEF EXECUTIVE’S REPORT: FRASER HOTELS

0 Frasers has remained one of the key players in the European hotel industry over the last 12 months. We have a total of 62 hotels across 14 countries, a total which is unchanged from the previous year.

1 2009 was a difficult year for Fraser hotels because of the global downturn. There were fewer travellers and trips were often shorter. We lost market share to a number of larger hotel chains who responded to the economic situation by offering substantial discounts.

2 However, we believe the figures for 2010 show that we have now turned a corner. Although market share remained largely static, operating profit for that year stood at £65.4m, which was 2.3% up on the previous year. The increased profit is partly the result of an increased room occupancy rate of 83%. There are signs that business travel is returning.

3 Over the current year, expansion and refurbishment is scheduled for a number of hotels. Further developments will take place especially in our Amsterdam and Frankfurt branches, where we plan to add 20 new guest rooms in each hotel.

4 The hotel industry as a whole is moving towards offering a more personalised service. We believe guests in future will seek a hotel experience which responds to their individual needs, both in terms of amenities and pricing. With this in mind, Frasers will introduce a wider price range in our branches in London, Paris and Amsterdam. This will reflect the different technology which will be available in different rooms.

For questions 1–4, choose the best heading, A to F, for each paragraph. There is one heading you will not need.

Example: Paragraph 0 E

1 Paragraph 1
2 Paragraph 2
3 Paragraph 3
4 Paragraph 4

Headings
A Plans to increase capacity
B Effects of the recession
C Changes in client expectation
D Possible closures
E Fraser’s current position
F Signs of recovery

For questions 5–10, decide if the statement is true or false. Write T or F next to the sentences.

Example: Fraser hotels are currently found in 14 countries. T

5 In 2009, a number of Fraser hotels offered reduced prices for rooms. ............
6 Fraser’s operating profit rose during 2010. ............
7 On average, Fraser hotels had fewer empty rooms in 2009 than 2010. ............
8 Fraser’s CEO believes that the number of business travellers will decrease in future. ............
9 Fraser will build 20 new rooms at their Frankfurt branch. ............
10 There is a movement to ensure that all rooms at Fraser hotels contain the same facilities. ............
Grammar

For questions 1–5, complete the second sentence so that it has the same meaning as the first. Write two or three words in each gap.

Example: There was a slight dip in property prices last month.
Property prices dipped slightly last month.

1 Operating profits have risen sharply over the last 12 months.
There has been __________________ in operating profits over the last 12 months.

2 There was a significant increase in world steel output last year.
World steel output __________________ last year.

3 There was a dramatic fall in global equity markets at the end of the year.
Global equity markets __________________ at the end of the year.

4 After two days of losses, the price of energy stocks has recovered gradually.
There has been __________________ in the price of energy stocks.

5 US stocks have performed strongly over the last month.
US stocks have shown __________________ over the last month.

A word is missing in each of the following sentences. For questions 6–10 insert the missing word in the correct place. In some cases, there may be two alternative answers.

Example: We accepted the buyer who made us the best offer.

6 This is not a product will sell well outside this country.

7 Could I speak to the person sent me this letter?

8 This is the part of the factory the final product is put into bottles.

9 The pie chart shows the proportion of money is reinvested in the business.

10 Do you remember the name of the hotel we stayed?

Vocabulary

For questions 1–10, choose the correct answer (A, B, C or D) to complete each sentence.

Example: China has many good opportunities for investors who want to C into new markets.
A drop   B drink   C tap   D sink

1 Sales rose steadily for the first six months but then levelled ________________.
A out   B off   C up   D down

2 Share prices reached a ________________ in September but then dropped sharply.
A top   B peak   C tip   D pick

3 We made a loss last year but this year we expect to at least break ________________.
A level   B straight   C even   D right

4 The company has gone out of business so we might have to __________________ off the money they owe us.
A write   B read   C put   D take

5 I am currently __________________ payment for invoice number 4563Z which we sent on 24 February.
A following   B catching   C chasing   D hunting

6 The company decided to relocate to Manchester because rent and other ________________ were lower there.
A oversights   B overheads   C overalls   D overflows

7 When the Stock Market __________________ in 1987, many economists thought that this would end the property boom.
A broke   B smashed   C crashed   D cracked

who/that
8 They sold a number of their assets in order to _____________ capital and pay off their debts.
   A raise   B lift   C rise   D pull

9 We don’t need to spend money _____________ this software because there are tools we can use online.
   A in   B for   C by   D on

10 They have invested a great deal of time and money _____________ this project.
   A in   B for   C by   D on

For questions 11–14, complete the sentences with a word or phrase from the box.
There is one word you do not need.

| bull market | stake | dividend | bear market | broker | commodities | equities |

Example: Abbas sold their 25% _____________ stake in the company to venture capitalists last year.

11 The price of _____________ like rice and sugar is predicted to reach its highest point for ten years.

12 The current _____________ is likely to continue until next year but share prices will probably start to fall.

13 Shareholders will be pleased to know that _____________ payments by public companies will rise by 5.4% this year.

14 I need to telephone my _____________ to get some financial advice.

One word in each of the following sentences is in the incorrect form. For questions 15–18, underline the incorrect word and write the correct form at the end of the sentence.

Example: According to the figures, the company made a lose of nearly 5m last year. _____________

15 The bank refused to give her a lend, so she started up the business with her own savings.
   _____________

16 There has only been a slight fluctuate in the share price since the fall last month.
   _____________

17 Tele38’s share price went up after their acquire of Romintalk.
   _____________

18 Helios have announced that they intend to become a public company but they haven’t announced a date for the float.
   _____________
Writing

The table below shows the number of units sold of a product in two different financial years. Write a short summary of the data, describing the trends.

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>Quarter 1 (April-June)</th>
<th>Quarter 2 (July-Sept)</th>
<th>Quarter 3 (Oct-Dec)</th>
<th>Quarter 4 (Jan-March)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1,225</td>
<td>1,453</td>
<td>2,014</td>
<td>1,783</td>
<td>6,475</td>
</tr>
<tr>
<td>2010</td>
<td>2,536</td>
<td>2,749</td>
<td>2,900</td>
<td>2,730</td>
<td>10,915</td>
</tr>
</tbody>
</table>

Write 60–80 words in the box below.
The future of Capitum, the financial services group, will be decided today. The group have suffered heavy financial losses of over £1.2 million over the past year and the main business which provides personal loans has been closed for the last three months. Now, the only part of the company which is still operating is Barrons, the group’s debt collection agency. Share holders and creditors will meet today to vote on a plan for restructuring the company. If the restructuring plan goes ahead, shareholders will receive 2p per share, which will mean a total of £3.4 million. Bondholders will receive a total of £2.9 million. It seems very likely, however, that the group’s creditors will not approve the plan, and in this case, the company will go into liquidation. If this happens, all creditors will receive a total payout of over £4.6 million while shareholders will receive nothing.

JC Oil, the US oil company, has announced a dramatic rise in profits over the last quarter. The company reported a net profit of $8.2 billion, compared with $6.45 billion in the same period last year. The increase is mainly caused by rising oil prices. JC have also announced that they have increased their production of alternative fuels. The company plans to invest much more heavily in natural gas over the next decade, believing that this is likely to become the world’s second largest energy source in the next ten or twenty years.

Eastern Foods today announced that Stephen Land will move from his position as Chief Financial Officer to replace David Pearman as Chief Executive. Mr Pearman’s resignation last month came as a surprise to the group and led to a sharp drop in the share price. The new Financial Officer has not been announced yet. Further changes to the board are expected within the next two or three weeks.

The Eurozone’s inflation rate rose last month to reach 2.3%. This was higher than the previous month’s figure of 2.1% and is significantly higher than most forecasts. Most analysts however are still confident that the rate will fall later in the year and believe that there is no need for the Central Bank to change interest rates. Experts point to high commodity prices as the main reason for the inflation figure.
ANSWER KEY

Listening
1 3.4 million/m
2 4.6 million/m
3 8.2 billion/bn
4 2.3
5 debt collection
6 natural gas
7 Chief Executive (officer)/CEO
8 commodities

Vocabulary
1 B
2 B
3 C
4 A
5 C
6 B
7 C
8 A
9 D
10 A
11 commodities
12 bull market
13 dividend
14 broker
15 The bank refused to give her a loan, so she started up the business with her own savings.
16 There has only been a slight fluctuation in the share price since the fall last month.
17 Tele38’s share price went up after their acquisition of Romintalk.
18 Helios have announced that they intend to become a public company but they haven’t announced a date for the flotation.

Reading
1 B
2 F
3 A
4 C
5 F
6 T
7 F
8 F
9 T
10 F

Grammar
1 a sharp rise
2 increased significantly
3 fell dramatically
4 a gradual recovery
5 a strong performance
6 This is not a product which will sell well outside this country.
7 Could I speak to the person who sent me this letter?
8 This is the part of the factory where the final product is put into bottles.
9 The pie chart shows the proportion of money which is reinvested in the business.
10 Do you remember the name of the hotel where we stayed? / Do you remember the name of the hotel we stayed in?

Writing: sample answer

In 2009, sales rose from 1,225 units in the first quarter to 1,783 units in the last quarter. The total for the fiscal year was 6,475 units. In the following year, they continued to increase during the first three quarters but then they fell from 2,900 units to 2,730 units in quarter 4. The total figure for 2010 was significantly higher than for 2009 at 10,915 units.
Listening

You will hear a talk about writing a good CV. For questions 1–6, write one to three words in each gap. You will hear the recording twice.

Example: In the past, the speaker used the same CV and a different covering letter.

1 The employer will compare your CV with the of the vacancy.
2 It is a good idea to include words from the on your CV.
3 Including personal details on your CV can be a.
4 In the references section, it is best to write ‘’.
5 It is possible your CV will stand out from the rest if you.
6 If you send a video CV, it needs to be.

Reading

Read the article about the policy of offering free Friday afternoons to employees.

THAT FRIDAY AFTERNOON FEELING

Most of us have felt tired on a Friday afternoon. But according to a survey, many employees treat Friday afternoons as a holiday and leave work early. Even traffic police have noticed that in many cities the rush hour begins earlier on Fridays. According to Peta Collins who carried out the research, Friday afternoon absenteeism costs businesses many millions of pounds a year and companies should take disciplinary action.

But many consultants disagree. Sam Butler, a development consultant, points out that many employees do more than their contracted hours during the week and the amount of time which is lost through Friday afternoon absenteeism is small by comparison. ‘If you let people relax at the end of the week’ he says, ‘they will make greater efforts at other times.’

Some companies have already adopted the idea. About 15% of large US employers offer ‘summer hours’, which means that from around May to October staff can arrive at the office earlier and finish at lunchtime on Fridays. One example is Graysons, where employees enjoy ‘Free Fridays’ when they can meet informally and relax. Clients are invited to these meetings too, which helps encourage good business relationships. Now the idea has spread to Europe. Kelloggs, the cereal manufacturer, offers employees the chance to finish at midday on Friday for five months of the year, provided they have completed their full week’s hours. Karen Meelan of Kelloggs says ‘Many businesses suffer from unauthorised summer sickness absence and due to our flexible working policy, this is something we don’t have to worry about.’ The policy has proved popular. About seven in ten employees use the scheme and say it has made them feel happier with their job.
For questions 1–4, match each person (A–C) with the correct opinion. Write A, B or C next to each opinion. You can use any letter more than once.

A  Peta Collins
B  Sam Butler
C  Karen Meehan

**Example:** Absences on Friday afternoons result in a great financial loss for businesses.  

**Opinions**

1  Absenteeism increases in the summer in many companies.  
2  The financial gains from unpaid overtime are greater than the losses from Friday afternoon absences.  
3  Companies should punish workers who treat Friday afternoon as part of the weekend.  
4  If staff can relax on Friday afternoons, they will be more productive in the rest of the week.  

**For questions 5–9, decide if the sentence is ‘Right’, ‘Wrong’ or ‘Doesn’t say’. Choose the correct answer.**

**Example:** Commuter traffic starts earlier on Friday afternoons than on other weekdays.

A  Right   B  Wrong   C  Doesn’t say

5  The majority of large companies in the US offer ‘summer hours’.

A  Right   B  Wrong   C  Doesn’t say

6  Customers can relax with staff on Friday afternoons at Graysons.

A  Right   B  Wrong   C  Doesn’t say

7  The summer hours scheme at Kelloggs begins in May.

A  Right   B  Wrong   C  Doesn’t say

8  Employees at Kelloggs do not have to complete a fixed number of hours each day.

A  Right   B  Wrong   C  Doesn’t say

9  More than half of Kelloggs employees use the summer hours scheme.

A  Right   B  Wrong   C  Doesn’t say

**Grammar**

For questions 1–4, complete the sentences with one of the words in the box.

will    won’t    would    wouldn’t

**Example:** If he decides to resign, we __________ need to find someone else as soon as possible.

1  If you were the Chief Executive, what changes __________ you make?

2  I think your personal profile is much too modest. If you write that on your CV, they __________ even invite you for an interview.

3  If she accepts the post, she __________ have to sell her house and move.

4  You really should stay at home today. I __________ go into work if I felt ill.
For questions 5–7, complete the sentences with the verb in the correct tense, and either ‘will’ or ‘would’.

Example: I normally see her at our weekly meetings so if she ................. (come) tonight, I ................. give her your message.

5  If I ................. (have) enough money I ................. buy a new computer system but unfortunately we’re short of cash at the moment.

6  This is the second time this week you’ve arrived late. If it ................. (happen) again, I ................. report you to your line manager.

7  I’ve decided to leave my job. If they ................. (pay) me more I ................. stay, but it’s not worth it on this salary.

For questions 8–10, complete the second sentence with a suitable tense for reported speech.

Example: ‘The train leaves at 10 o’clock tonight.’

He said that the train ................. at 10 o’clock that night.

8  ‘Your CV looks rather disorganised.’

She said that my CV ................. rather disorganised.

9  ‘I don’t enjoy my job very much.’

He said that he ................. very much.

10  ‘We’ll arrange a refund for you.’

He said that they ................. for me.

Vocabulary

For questions 1–10, choose the correct answer, (A, B, C or D) to complete each sentence.

Example: He was ................. from his last job for stealing DVDs.

A shot   B fired   C flashed   D blasted

1  They always find it difficult to ................. enough qualified staff.

A assume   B recruit   C propose   D enlist

2  He applied for the post of regional director but they turned him .................

A off   B down   C out   D up

3  I am ................. to gain experience in a more challenging post.

A searching   B requesting   C seeking   D chasing

4  He ................. a very good impression on the interview panel.

A made   B took   C did   D formed

5  The factory had to lay ................. over three hundred workers in order to cut costs.

A out   B down   C away   D off

6  He was so unhappy in the job that he handed in his ................. after just three months.

A note   B notion   C notice   D news

7  In some cases, employees can be ................. for writing blogs about their company.

A dispatched   B dismissed   C dismantled   D dispensed

8  Temporary staff are only entitled to two weeks’ paid sick .................

A break   B leave   C pause   D rest

9  I don’t think he has any ................. as a manager after this scandal.

A credit   B credibility   C creativity   D credentials

10  I’m just writing to touch ................. with you after all this time.

A home   B place   C house   D base
One word in each of the following sentences is in the incorrect form. For questions 11–16, underline the incorrect word and write the correct form at the end of the sentence.

**Example:** The company are planning to make over 100 workers redundant. redundant

11 I have an appointment with my manager at 11:00 for my annual appraise. 

12 I’m applying for a job so would it be possible for you to give me a referee? 

13 Unfortunately, the apply we really wanted to appoint has accepted a job somewhere else. 

14 I would like to take early retire but I don’t know if I can afford it. 

15 What are the possibilities for promote in your department? 

16 I am very worried about the high rates of absentee among the staff. 

6

**Writing**

You are a human resources manager. Read part of the email below from Nina Mount about a booking you want to make for four of your staff on a training course.

Thank you for your enquiry about the course on Managing Conflict in the Workplace. I am afraid that there are only two places left for 24 May. The next course will run on 19 June. Please let me know if you would like me to book places on this.

Write an email to Nina Mount. In your email:
- explain that the staff cannot attend the course in June
- ask for a place on the course later in the year (invent a date)
- enquire about discounts
- say that you may send other members of staff in future.

Write 60–80 words in the box below.

10 Total 60
Ideas about how to write a good CV go in and out of fashion, like everything else. So, I’m just going to talk about a few changes that we might want to make to the standard CV for today’s job market.

When I wrote my first CV, about thirty years ago, I used the same one for all my job applications. In fact, my adviser told me, ‘use the same CV and write about things for that specific job in a covering letter.’ I think those days have gone. Nowadays, the first thing an employer will do is look at the CV and match it to a job description, so you’ll need to adjust your CV for each job you apply for. It can even be a good idea to put in some phrases from the job advertisement. That’s because when CVs are sent electronically, some employers run a key word search on every one. If the key words don’t come up, they may not even look at your application at all.

Another thing that is changing is the personal details section. In many countries today, there are discrimination laws, so for example, you can’t refuse to employ someone because of their age. This means things like your date of birth or your marital status shouldn’t be of interest to employers. Another point here is that there is a lot of concern today about internet security and including too many personal details on your CV could be a security risk. The same is true of your referees’ details. Don’t include their emails or phone numbers. Under the references section, you can just write ‘available on request’.

Finally, how can you make your CV stand out from the rest? Well, the first thing I’m going to say might sound a bit strange. Tell the truth. About 40 or 50 percent of CVs contain lies and what’s more important, employers tend to disbelieve what they read on CVs. So, if they check out your details and find that everything you say is true, that may make your CV different from most of the others in a very positive way. The other thing is, if you want to make your application look really special, think about sending an additional video CV. This is just a short video clip of you presenting yourself to the employer. It has to be good quality, so if you can’t do it well, forget it. But if you can, it will really make your application stand out.
**Vocabulary**

1. B
2. B
3. C
4. A
5. D
6. C
7. B
8. B
9. B
10. D
11. I have an appointment with my manager at 11:00 for my annual appraisal.
12. I’m applying for a job so would it be possible for you to give me a reference?
13. Unfortunately, the applicant we really wanted to appoint has accepted a job somewhere else.
14. I would like to take early retirement but I don’t know if I can afford it.
15. What are the possibilities for promotion in your department?
16. I am very worried about the high rates of absenteeism among the staff.

**Writing: sample answer**

Dear Ms Mount

Thank you for your email. I am afraid that it is not possible for the four trainees to attend the course in June. Please could you book four places for the course after that, on 30 July. I would also like to ask if you are able to offer a discount in our case? We are likely to send a number of other employees on future training courses.

Kind regards
Listening
You will hear a man telephoning a vehicle hire company for a quotation. For questions 1–3 write a number in each gap. You will hear the recording twice.

Example: Cost of van hire: £219, a month

1 Length of contract: ................. months
2 Maintenance charge: around £.............. a month
3 Delivery charge: £..............

For questions 4–7, write one or two words and/or a number in each gap.

Example: The company require a deposit of 3 months’ rent in advance.

4 After they receive the contract, the company will deliver the van within ................. .
5 The company does not arrange ................. .
6 The customer’s name is ................. .
7 The address is ................. , London, SE1 2QX.

Reading
Read the following article about a family business and complete questions 1–9.

RINGTONS: A TRUE FAMILY BUSINESS

Ringtons Tea began in 1907 when Samuel Smith decided to set up his own business making deliveries of tea by horse and cart. The business grew steadily and in the 1920s he bought his first motorised vehicles. When Samuel finally died in 1949, his sons took over the business.

The current chairman is Nigel Smith, great-grandson of the original founder, and all the shareholders are descended from Samuel Smith and his wife. There are, however, other families who work in Ringtons. Paul Hodgson, the catering department manager, started with Ringtons’ as a van driver and has been with them for over 25 years. This loyalty to the company is quite common.

Ringtons’ culture is closely tied up with its identity as a family business. In 1997, Nigel Smith went on a family leadership course in Switzerland and, as a result, produced the company’s mission statement. The first aim is ‘to be a strong and united family’. The biggest advantage of family businesses, according to Mr Smith, is that they are not just focussed on immediate profit. They can invest in education for family members knowing that the company will benefit later. Their traditions give them a permanency whereas other businesses often follow the latest fashion.

Nigel Smith believes that his successor will need different skills than he had when he started the job. But as there are over 25 members of the new generation, his problem will not be a shortage of candidates. Rather, his concern will be to make sure that he picks the right one for this important post. But he is not anxious. There will be plenty of time to decide, as he plans to remain chairman for some time yet.
For questions 1–6, decide if the sentence is ‘Right’, ‘Wrong’ or if the text ‘Doesn’t say’. Choose the correct answer.

Example: The company was started by a salesman called Mr Rington.

A Right   B Wrong   C Doesn’t say

1 Ringtons was the first company in the area to use motorised vehicles.
A Right   B Wrong   C Doesn’t say

2 All Ringtons’ shareholders are related to the founder of the company.
A Right   B Wrong   C Doesn’t say

3 Paul Hodgson has not worked with any other company.
A Right   B Wrong   C Doesn’t say

4 Nigel Smith wrote the mission statement in Switzerland.
A Right   B Wrong   C Doesn’t say

5 Nigel Smith believes that a future chairman will need a smaller range of skills.
A Right   B Wrong   C Doesn’t say

6 Some of the new generation are already working for Ringtons.
A Right   B Wrong   C Doesn’t say

For questions 7–9, choose the correct answer A, B or C.

7 The article mentions Paul Hodgson in order to show

A the level of personal customer service in the company.
B the employees’ strong attachment to the company.
C the possibilities for promotion in the company.

8 According to Nigel Smith, what is the main advantage of family businesses?

A They take a long-term view.
B They keep up with business trends.
C They often start to make a profit quickly.

9 What is Nigel Smith’s main concern about his replacement?

A There will not be enough good candidates.
B It may be difficult to choose the right person.
C They will need very different skills from his own.

9

Grammar

For questions 1–5, complete the text by putting the verbs in brackets in the correct tense. Choose from present simple, present continuous, past simple or a future form.

FEAR FOR SMALL COMPANIES

The economic downturn \(0 \text{ continued} \) (continue) during the last quarter and, according to reports, over 150,000 companies \(1 \text{ experienced} \) (experience) financial difficulties. The main causes \(2 \text{ decreased} \) (be) weaker demand in those three months and a rise in the cost of borrowing. It seems that small, family-owned businesses \(3 \text{ suffer} \) (suffer) especially at the moment because they often \(4 \text{ depend} \) (depend) on bank financing. Experts predict that a large number of small companies \(5 \text{ will go} \) (go) out of business in the coming year, particularly in the retail sector.
For questions 6–13, read the profiles of two car companies. Put the verb in brackets in the correct form, (either present simple active or present simple passive).

**The Porsche**

The Porsche is one of the best known luxury cars in the world. It is named after its designer, Ferdinand Porsche, an Austrian engineer. The company’s headquarters are in Stuttgart, Germany and it employs over 10,000 people. Most of the manufacturing for Porsche still place in Germany, although parts for some of the sports cars assemble in Slovakia. The company also consulting services to other car manufacturers.

**Lamborghini**

Lamborghini is one of the most famous Italian car manufacturers. The cars produce near Bologna, where the founder, Ferruccio Lamborghini, was born. There is only one factory which deals with both production of parts and assembly and none of the work outsourced. The company experienced financial difficulties in the 1990s and now it is owned by the Volkswagen Group.

The table gives product information about three different models of camp bed. For questions 14–17, look at the table and complete the sentences with a comparative or superlative form of the adjective in brackets.

<table>
<thead>
<tr>
<th></th>
<th>Classic</th>
<th>Deluxe</th>
<th>Campfort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length</td>
<td>180 cm</td>
<td>200 cm</td>
<td>188 cm</td>
</tr>
<tr>
<td>Width</td>
<td>50 cm</td>
<td>75 cm</td>
<td>72 cm</td>
</tr>
<tr>
<td>Cost</td>
<td>$95</td>
<td>$140</td>
<td>$125</td>
</tr>
</tbody>
</table>

Example: The Campfort bed is more expensive than the Classic.

14 The Classic bed is (cheap) than the Campfort.
15 The Deluxe is the (expensive) bed of the three.
16 The Deluxe is the (big) of the three beds.
17 The Deluxe is probably (good) quality than the Classic.

**Vocabulary**

For questions 1–8, complete the sentences with a verb from the box. You must use one verb more than once.

meet   fix   put   cut   take   follow   hold   set

Example: Please could we fix a time to meet next week?

1 We our monthly board meetings in the seminar room upstairs.
2 Our managers sometimes targets which are impossible to achieve.
3 Please could you me through to Mr Grey’s office?
4 Are we all prepared to on this challenge?
5 I didn’t get all the information because we were off in the middle of our conversation.
6 We really must ______________ this deadline or they might look for another supplier.
7 When Mr Muller leaves, Helga can ______________ over his job.
8 It’s very important that you ______________ the correct procedure for waste disposal.

For questions 9–13, complete the sentences using a compound noun formed from the words in Box A and B.

A

work  life  paper  pay  bill  flip

B

work  roll  span  chart  board  force

Example: There are so many forms to fill in. Is all this ______________ really necessary?

9 ______________ advertisements are less effective than putting ads in newspapers and magazines.
10 On average, a plasma TV has a ______________ of ten years.
11 Ms Stepanova works in the finance department and is responsible for the ______________.
12 If there is a problem with the projector, I’ll just have to use the ______________.
13 All employers, except perhaps in very small businesses, need to invest in training their ______________.

Writing

You ordered some items to use as free gifts to publicise your company. The supplier delivered them yesterday. One group of items is missing although it is included on the invoice. You tried to phone the supplier but could not get through so you decide to email them.

Write an email to the supplier. In your email:
• explain why you are emailing
• give the date of delivery and the order reference number
• explain which items are missing
• ask them to send the missing items.

Write 60–80 words in the box below.
UNITS 1–12
PRE-INTERMEDIATE TO INTERMEDIATE MID-COURSE TEST KEY

PHOTOCOPIABLE © Cambridge University Press 2011 Business Benchmark Pre-Intermediate to Intermediate Units 1–12

AUDIOSCRIPT

Man: OK. What about insurance?
Woman: No, we don’t do that. That’s something you need to organise yourself. You’ll be the registered driver, you see.

Man: Right.
Woman: So, shall we make up this quotation for you?

Man: Yes, please.
Woman: Could I take your name please?
Man: It’s Abbot. A double-B-O-T. Initial G.
Woman: OK. And your address?
Man: It’s 180 Spruce Road. That’s S-P-R-U-C-E Road, London, SE1 2QX.
Woman: OK. We’ll make this up for you. You should receive it within the next two or three days. If you’re happy with it, give us a call and we’ll draw up a contract for you.

Man: Fine.
Woman: And if there’s anything you want to discuss, do get in touch.
Man: Thanks very much.
Woman: Goodbye now.
Man: Bye.
ANSWER KEY

Listening
1 12
2 55
3 22
4 7 working days
5 insurance
6 G Abbot
7 180 Spruce Road

Reading
1 C
2 A
3 A
4 C
5 B
6 C
7 B
8 A
9 B

Grammar
1 experienced
2 were
3 are suffering
4 depend
5 will go
6 employs
7 takes
8 are assembled
9 offers
10 are produced
11 deals
12 is outsourced
13 is owned
14 cheaper
15 most expensive
16 biggest
17 better

Vocabulary
1 hold
2 set
3 put
4 take
5 cut
6 meet
7 take
8 follow
9 Billboard
10 lifespan
11 payroll
12 flipchart
13 workforce

Writing: sample answer

Dear Mr Green,

I am writing with reference to an order which we made on 15 June, reference number 2753. The goods arrived yesterday, 27 June, but the 100 company key rings on the original order are not in the box. However, they are included on your invoice. Please could you send the missing key rings as soon as possible.

Kind regards

Reading
1 C
2 A
3 A
4 C
5 B
6 C
7 B
8 A
9 B

Grammar
1 experienced
2 were
3 are suffering
4 depend
5 will go
6 employs
7 takes
8 are assembled
9 offers
10 are produced
11 deals
12 is outsourced
13 is owned
14 cheaper
15 most expensive
16 biggest
17 better
Listening

Listen to two managers, Michael and Janet, discussing the possibility of starting a scheme to collect suggestions from employees. For questions 1–7, choose the correct answer, A, B or C. You will hear the recording twice.

Example: Michael is worried about ..........
   A low sales figures.
   B staff motivation.
   C possible resignations.

1 Michael believes that the company will definitely need to .......... 
   A make some staff redundant.
   B freeze staff wages.
   C reduce employees’ hours.

2 Michael dislikes the idea of suggestion boxes because .......... 
   A people put joke comments in them.
   B most members of staff ignore them.
   C they encourage people to complain.

3 Janet would prefer to ask staff to post suggestions on a website because .......... 
   A the quality of the suggestions will be better.
   B it makes the company seem up to date.
   C management can give answers more quickly.

4 The first answer to employees’ suggestions will come from .......... 
   A Michael.
   B Janet.
   C another head of department.

5 Janet dislikes the ideas of offering a prize because .......... 
   A the company cannot afford it.
   B it will discourage staff from sharing ideas.
   C it will encourage too many bad suggestions.

6 They hope that David can set up the webpage .......... 
   A before the end of this week.
   B before Monday.
   C before the end of the following week.

7 Michael feels that the scheme will probably result in .......... 
   A only a few suggestions in total.
   B only a small number of good suggestions.
   C a large number of good suggestions.
QUALITY START-UPS

For many start-ups, a high quality product is the key to success. Burdon Foods, for example, started with the idea of creating ready meals for people who want to eat well. Paul Burdon, the owner, borrowed £25,000 from a bank and opened his first shop and kitchen in 1997. Now, it is a profitable company, although it nearly came to an end because of the founder’s inexperience. Mr Burdon says: ‘I knew nothing about accounts so I didn’t keep any.’ The turning point was the arrival of his brother, a brand manager, who rescued the company from chaos. Then in 2006, another investor, James Ward, offered a second cash injection in return for a stake in the company. Burdon Foods’ business model is unusual because the company both produces the dishes and sells them directly. The company does all the cooking by hand, which ensures quality, but leads to cost-heavy production.

In its attempt to tap into the consumer’s desire for quality, Burdon Foods resembles other start-ups. Dreamtime is a classic example. The founder, Anna Wright, noticed a gap in the market for high quality bedroom accessories. She withdrew most of the savings from her bank account and launched the business through the internet. Now, however, it has its own stores, where most of the sales take place. Ms Wright believes attention to quality leads to growth in profits. ‘Sometimes it’s tempting to cut costs and take a higher margin,’ she says. ‘But as sales increase, you can actually buy higher quality materials.’ On this point the two companies agree: if you compromise quality, you lose that factor that makes you special.

For questions 1–5, decide if the statements are ‘Right’, ‘Wrong’ or if the text ‘Doesn’t say’. Choose the correct answer.

Example: Paul Burdon funded his start-up with his own money.

A Right  B Wrong  C Doesn’t say

1 In 2006 Burdon Foods received an investment.
   A Right  B Wrong  C Doesn’t say

2 James Ward invested more in the company than Paul Burdon’s brother.
   A Right  B Wrong  C Doesn’t say

3 Burdon Foods is likely to experience problems with high costs.
   A Right  B Wrong  C Doesn’t say

4 Ms Wright took out a bank loan to start up her company.
   A Right  B Wrong  C Doesn’t say

5 Dreamtime’s main outlet now is the internet.
   A Right  B Wrong  C Doesn’t say

For questions 7–9, choose the correct answer A, B or C.

6 Burdon Foods nearly went bankrupt because
   A the owner did not keep good financial records.
   B it did not protect the brand well enough.
   C there were problems with quality control.

7 The structure of Burdon Foods is unlike most food companies because
   A there is only one owner.
   B they deal with both production and retail.
   C they have only one retail outlet.

8 According to the writer, why is Dreamtime a ‘classic example’?
   A The quality of the product is one of its selling points.
   B It was difficult to find start-up money at first.
   C It tries to offer lower prices than its competitors.
9 How does Anna Wright plan to use increased profits? 
A By paying herself a higher salary. 
B By opening her own store. 
C By purchasing better materials. 

Grammar
For questions 1–8, complete the text by putting the verbs in brackets in the correct tense. Choose from present simple, present continuous, present passive, past simple or present perfect.

COMANY SPORTS
For many managers, ‘team building’ means doing role plays or problem-solving activities. But perhaps a better way to build teams is to play real team sports like football or baseball.

Otislife, a property consultancy, started their company football team four years ago. Since that time, employees (play) regularly at weekends against teams from other branches and companies. At the moment, the team (take) their summer break but already, six new players (sign) up for the new tournament in the autumn. After each match, the results are posted on the company website. Brendan Clark, the managing director (believe) that the football team is great for building in-company relationships. What’s more, Otislife (not want) anyone to feel excluded so the first women only football team (plan) for next year.

In the text below, for questions 9–18, choose the correct answer, A, B or C, to fill each gap.

NEVER TOO OLD
Most people in their 60s are starting to think about retirement but Eileen Birch took a very different course of action. She set up her own business at the age of 63.

The business is ‘Natural Beauty’, a shop sells organic skin care products. Eileen has run it with the help of her sister the last three years. (take) the financial risks, she believes that she made the right decision. Over the last year, the business has seen a growth in sales and Eileen now has a much better lifestyle most people of her age.

Her case is not unusual. At the moment, about 10 percent of new businesses started by someone over the age of 60. Andrew Moran, an angel investor, believes that we certainly see more in the future pensions are becoming so uncertain. According to Mr Moran, no one in their sixties can make you some extra money.
Example:

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>A up</td>
<td>B in</td>
<td>C out</td>
</tr>
<tr>
<td>9</td>
<td>A who</td>
<td>B which</td>
<td>C what</td>
</tr>
<tr>
<td>10</td>
<td>A for</td>
<td>B since</td>
<td>C from</td>
</tr>
<tr>
<td>11</td>
<td>A Although</td>
<td>B However</td>
<td>C Despite</td>
</tr>
<tr>
<td>12</td>
<td>A drama</td>
<td>B dramatic</td>
<td>C dramatically</td>
</tr>
<tr>
<td>13</td>
<td>A of</td>
<td>B with</td>
<td>C than</td>
</tr>
<tr>
<td>14</td>
<td>A are</td>
<td>B have</td>
<td>C is</td>
</tr>
<tr>
<td>15</td>
<td>A will</td>
<td>B can</td>
<td>C may</td>
</tr>
<tr>
<td>16</td>
<td>A so</td>
<td>B because</td>
<td>C but</td>
</tr>
<tr>
<td>17</td>
<td>A can</td>
<td>B should</td>
<td>C may</td>
</tr>
<tr>
<td>18</td>
<td>A it</td>
<td>B there</td>
<td>C they</td>
</tr>
</tbody>
</table>

Vocabulary

For questions 1–8, choose the pair of verbs (A–I) which collocates with the given noun.

Example:

a present  C  A pay off, write off
1 capital  B  B raise, invest
2 targets  C  C give, wrap
3 time  D  D launch, develop
4 costs  E  E spend, waste
5 a meeting  F  F hold, attend
6 a debt  G  G set up, take over
7 a product  H  H set, achieve
8 a business  I  I reduce, cover

For questions 9–16, use one word from box A and one word from box B to form compound nouns to complete the sentences.

A

<table>
<thead>
<tr>
<th>pie</th>
<th>handling</th>
<th>share</th>
<th>venture</th>
<th>production</th>
<th>communication</th>
<th>sales</th>
<th>sick</th>
<th>operating</th>
</tr>
</thead>
</table>

B

| skills | leave | capitalist | chart | charge | plant | representative | profit | price |

Example: Our sales representative is meeting one of our biggest customers tomorrow.

9 Over 50 tonnes of the raw material arrives each day at the ________________.
10 His business was set up with a $75,000 investment from a ________________.
11 Over 75% of the company’s ________________ comes from making and selling motorbikes.
12 It is essential for a personal assistant to have good ________________.
13 The company’s ________________, rose slightly yesterday after they announced new plans for expansion.
14 This ________________ shows the current market share for the main producers of mobile handsets.
15 The doctor has told him to take two weeks’ ________________.
16 All of the money will be invested in the new bond, minus a two per cent ________________.
Writing
You are the personal assistant to Tony Osborne, a famous entrepreneur. Read part of the letter below which you have received from Ms Spearing, the Principal of a group of business colleges.

We would be delighted if Mr Osborne could come to the opening of the new branch of our business college on 3 September and if possible give a short talk. This could be any time during the morning or afternoon.

I would be grateful if you could let us know as soon as you can if this would be possible.

Write a letter to Ms Spearing. In your letter:
• say that Tony Osborne accepts the invitation
• give the time he will arrive
• say what he will talk about
• express good wishes for the new college.

Write 60–80 words in the box below.
Janet: Yes, me too, but I can find a few minutes to look at a webpage and answer any suggestions. If I can’t answer, then I’ll just say I’m passing the suggestion on to you and you can answer when you have time.

Michael: Or you might pass some of them on to another head of department.

Janet: Yes, I could do that as well.

Michael: All right, you’ve convinced me. Even if we just get a couple of good ideas, that’ll be something. Perhaps we could offer a little prize for the best suggestion. It needn’t be expensive.

Janet: I don’t know… No, let’s not go down that route for the moment. People have to feel that we’re working together on this. Part of the idea of the website is that you can read and improve other people’s suggestions. People won’t do that if they think they’re in competition.

Michael: So, the message is, we’re all in this together.

Janet: Exactly. We’re asking staff to help us to avoid job cuts. We don’t want them to post a lot of suggestions just because they want a prize.

Michael: All right. Well, could you speak to the IT department about setting it up?

Janet: OK, I’ll contact David Dawson today. Maybe he can have the scheme up and running by the end of the week.

Michael: David’s on leave this week. But you could contact him on Monday and maybe he can do it before the end of next week.

Janet: OK. And let’s hope we get plenty of suggestions.

Michael: The real issue is, will they be any good? I still think most of them will be unworkable, but never mind. If we just get two or three good ideas, it will be worth it.

Janet: That’s right. And you never know. You might be surprised at the ideas that people have.
**ANSWER KEY**

**Listening**
1  C  
2  C  
3  A  
4  B  
5  B  
6  C  
7  B

**Reading**
1  A  
2  C  
3  A  
4  B  
5  B  
6  A  
7  B  
8  A  
9  C

**Grammar**
1  started  
2  have played  
3  are taking  
4  have signed  
5  are posted  
6  believes  
7  do not/don’t want  
8  is planned  
9  B  
10  A  
11  C  
12  B  
13  C  
14  A  
15  A  
16  B  
17  B  
18  A

**Vocabulary**
1  B  
2  H  
3  E  
4  I  
5  F  
6  A  
7  D  
8  G  
9  production plant  
10  venture capitalist  
11  operating profit  
12  communication skills  
13  share price  
14  pie chart  
15  sick leave  
16  handling charge

**Writing: sample answer**

Dear Ms Spearing

Thank you for your letter. Mr Osborne is very pleased to accept your invitation. He will arrive at around 3pm. He is also happy to give a short talk, which will be about the growing need for young people to create new businesses.

On behalf of Mr Osborne, I would like to wish the new college every success.

Kind regards