

Listening Part 1 Test (pages 8–11)

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

Recording script**10****Part 1. Questions 1–10.**

You will hear 10 short recordings. For questions 1 to 10, circle one letter A, B or C for the correct answer. You will hear each recording twice.

Question 1. Which pie chart is correct?

As consumers eat out more and buy more ready-made convenience foods to eat at home, pizza consumption has grown dramatically, especially home deliveries which have grown by about a third since 1998. Most consumers get their pizzas from supermarkets, accounting for just over half of all pizza sales. At second position with a quarter share of the market are home deliveries. Restaurant pizzas have the smallest share of about 20%.

Question 2. Which of the products ordered are out of stock?

This is David Marshall, Office Furniture. It's about your order TH89100. We've despatched your desks today, but I'm afraid we've had a problem in our warehouse and the chairs won't be ready to send until tomorrow. There's also a delay with the filing cabinets, which have been so popular that we've sold out. We're now awaiting another delivery. Sorry for the inconvenience this causes. Please call if you need to. Bye.

Question 3. Which piece of equipment needs to be repaired?

F: Hello, technician's department.

M: Hi, Jan. Thanks for fixing my laptop yesterday. I've got another problem now. The photocopier keeps jamming paper, and I think it's overheating. I'm printing off copies from file on the printer at the moment, but it takes much longer. Could you come and take a look?

F: OK. I'll come over this afternoon.

Question 4. What is the first thing that the speaker usually does at work?

A driver meets me at my home at about seven to take me to work. Once I'm there, I start the day by making phone calls. Then I check my schedule and bring myself up-to-date for site visits. Most of the visits are to meet with construction people, from site managers to sales staff.

Question 5. Which chart shows the correct figures?

The mood is optimistic amongst ad agencies now emerging from the slump their industry has seen over recent years, especially as the spend on TV advertising has picked up again. Newspapers don't fare so well, and there is still some work to be done in bringing their share of total European spend back up to the levels of two years ago, but on the internet, the increase in advertising revenue remains steady.

Question 6. What is the latest news about Peterson's?

One of the largest meat product manufacturers, Peterson's, has been rescued from the brink of collapse. The company, which called in the receivers at the beginning of this year, has been bought up by Crawley Foods, a new organisation established by joint MDs Nick Letwin and Dean Yates.

Question 7. What is notable about the consumption of eggs by 17- to 24-year-olds?

Although they account for only 9% of all eggs consumed, most interestingly, the 17 to 24 age group, both males and females, are one of the few age groups to have increased their egg consumption over the past year, by almost 8%. The largest decline is by adults aged from 25 to 34 years old.

Question 8. What was causing a problem for shopkeepers?

New colour-coded strips on the labels of Carson's drinks will differentiate the variants in their fruit drinks ranges. Carson's have just altered the look of their brand by updating the shape and size of the bottles they use, and now the colour coding on the bottles and on the outer packaging will help identify the products more easily. Retailers had complained that previously, the different products in the range could not be quickly distinguished.

Question 9. What is the speaker's view of the housing market?

I feel that the cyclical nature of the housing market is no longer as severe or dramatic. There aren't the peaks and troughs that there once were, just mild waves of interest and demand. There are observers who are waiting for the market to fall off a cliff edge, and just won't believe that it's not going to.

Question 10. What does the speaker criticise about the website?

The Office Point uses the web to promote its wide range of products and services, and their site does the job perfectly competently. I especially appreciated the way that the contact details and opening hours of the stores are prominently displayed on each page. The only thing I found slightly unsatisfactory was that the style of the home page isn't reflected through the rest of the site.

Listening Part 4 Test (pages 21–23)**Section 1****33** B **34** A **35** B **36** C **37** B **38** C**Section 2****39** C **40** C **41** C **42** B **43** C **44** A**Section 3****45** B **46** A **47** A **48** B **49** C **50** A**Recording script****21****Part 4. Section 1. Questions 33–38.**

You will hear a college lecturer talking about the contribution of production and marketing to achieving business aims. For questions 33–38, circle one letter A, B or C for the correct answer. You will hear the talk twice. You have 20 seconds to read the questions.

Now you will hear the talk.

We've been looking at what companies need to do in order to stay in business and achieve their goals, and today I'll give you a short introduction to the roles of production and marketing.

It was Henry Ford, the American car manufacturer, who introduced mass production, and changed the way decisions were made about production. Rather than having skilled workers using machines to make things, he had machines using workers. He stood outside the production process, analysed it, and took decisions in principle about how it should work, instead of having production workers making decisions on an ad hoc basis. And he increased productivity, though only up to a point.

These days, the drawbacks of that approach are more apparent. For example, a shoe factory brought in a consultant, and he turned the whole thing on its head. He said the workers, not the managers, were the 'experts' on production, because they were the ones who were actively involved in it. So he had them do what he called the 'walk'. They literally walked round the factory, following the shoe through the manufacturing process. This means how far all the materials travel in total from start to finish, from one department to the next, and so on.

Then the consultant told them to forget about the production manager, and to redesign the production process in small sections where everything was done from start to finish, rather than separate departments in which everyone did the same thing. They did – and it worked. The production manager was amazed because with this new approach to space, the quantity of shoes produced per worker went up considerably.

A car factory with a serious problem of quality took a similar step, by handing responsibility for quality control over to the production workers. Again, things improved considerably. The input of supplies coming in was the same, but the process improved. Things were quicker, more responsive, so the factory could work more effectively to order, and keep less stock. Also, when errors did occur, they were spotted sooner.

The choice of production method has an impact on production costs, of course. But however good your product, you need to sell it, and marketing is another essential business tool. It's been defined as the use of innovation to change sales habits. Here's an example of how marketing can be used.

A well-known ice cream company has been very successful by virtue of its product. They decided to launch in this country against very stiff competition. Existing brands had already covered the normal high street distribution possibilities, so this company chose to fight on the basis of having a product that was unquestionably, and invariably, the best available, rather than by offering the widest choice or the most attractive cost to the consumer.

They also built up the idea of exclusivity, by opening just a few outlets, in upmarket areas of major cities. The packaging, too, was designed to reflect the image they wanted to convey. Above all, they relied on word of mouth by a small number of exclusive customers. They advertised selectively, just in smart magazines, alongside ads for perfume or jewellery. This was a very innovative approach to marketing an everyday product like ice cream, and it was a resounding success.

Now you will hear the talk again.

Part 4. Section 2. Questions 39–44.

You will hear a radio interview with Simon Cartier, the owner of a chain of clothing shops. For questions 39 to 44, circle one letter A, B or C for the correct answer. You will hear the interview twice. You have 20 seconds to read the questions.

Now you will hear the interview.

F: Simon Cartier's a prime example of someone succeeding through never giving up. When one business failed, he started his next venture immediately. Simon, let's start from the beginning when you first left your employment to become an entrepreneur. How did that happen?

M: I'd been an accountant for a chain of clothing stores for ten years, when it was taken over by the huge Davidia Group. They didn't want the company, and took action to ensure it ceased trading. Several of the managers set up on their own, and I admired their operation, and was envious of the large amount of money that they were making. I decided then that I wanted to do the same.

F: So how did you get the finances to start that first company?

M: I was lucky – my brother, Jack Cartier, lost his job at around that same time, and he received a payout. Unfortunately, what I had managed to save over the years had gone, so I persuaded him to put his money into starting our own clothing operation, *The Outfit*. That was in 1980. I was able to buy my brother out in 1987, and at the same time a venture capital group took a 10% share.

F: And then there was a recession which finished your business.

M: Yes.

F: But then you started your second clothing operation, *Massive Stores*. Was the concept for that similar to the original one?

M: No. Whereas my original company focused on the luxury end of the market, I needed to move to the other end of the scale. I considered retailing clothing for special purposes like sports, or uniforms, that kind of thing, but it demanded huge loans from banks for stock. Discount retail was the perfect answer because of the fast turnover of stock that was possible.

F: I see. And when you started up for the second time, it must have been easier – you knew the people in the industry, which must have helped?

M: Well, it wasn't that so much, it was that they knew me. That was a great benefit. Suppliers that I had used trusted me, and liked what I was doing, so they were happy to supply enough stock for me to get started. Also, my landlord allowed me to pay my first month's rent in arrears.

F: And the business took off quickly – turnover is now £120 million. How involved in the day-to-day running of the business are you now?

M: Well, you've got to know your own limits. As the company's grown, I've brought more people in. I've recruited a buyer who really knows what he is doing, and an excellent finance director – that's my area of expertise, but I wanted to spend more time on finding, acquiring and opening new stores. With a current target of 20 to 40 further stores per year, it's a full-time job!

F: And do you think you might retire soon?

M: I've heard so many stories about successful business people who've given it all up and gone golfing or away on their yacht, but then 18 months later they come back and start again. It's in the blood, it's what they enjoy doing. Business challenges me and stimulates me. I get a kick out of doing deals and negotiating with people that I just couldn't get anywhere else.

F: Right. Well, thank you very much, Simon Cartier.

Now you will hear the interview again.

Part 4. Section 3. Questions 45–50.

You will hear Diana Warren, a business consultant, giving a talk on how she set up her business consultancy. For questions 45–50, circle one letter A, B or C for the correct answer. You will hear the talk twice. You have 20 seconds to read the questions.

Now you will hear the talk.

When I decided to strike out on my own after 25 years as an employee, I thought about all kinds of business ideas, but then realised my own CV held the answer. My professional experience, knowledge and specialist understanding constituted a business opportunity with great potential.

Once I had decided to become a consultant, the first thing I did was take a detailed look at what skills and knowledge I could offer. What had I learnt in my experience that I could sell to others? I listed all the projects I'd undertaken, what part I played in them, what the outcome was and what I'd learned from them. That took some time, but it gave me the starting point for when I came to consider potential clients.

But before doing that, I had to consider whether I had the requisite personal attributes to succeed as a consultant: self-motivation, good interpersonal skills and self-confidence. I felt quite happy about the first two – much of the work I'd previously done would have been impossible without them. But I found that in the early days of the consultancy I had to fake the confidence. After all, it was all new for me and I was uncertain of what I could do. I just convinced myself that the client was probably more unsure than I was, and carried on as if I had all the confidence in the world.

So once I had a clear idea of what I could offer as a consultant, I investigated whether my skills and knowledge would be valued in the marketplace. To successfully make this assessment, you must understand what is going on in the world around you. Most importantly, you should offer skills to businesses in fields which are increasingly popular and where the skills you have are in short supply. So I looked at economic forecasts, business trends and all the latest approaches to management.

After considering all these factors, I went about selling my 'product'. I found it best to be as specialist as possible, because a neat package of specific skills is far more attractive to customers than a list of generalised expertise.

When it came to marketing, my start-up budget didn't stretch to launching an advertising campaign in the general or sector-specific journals. I started the process by networking intensively. I contacted all my friends, family, acquaintances, ex-business colleagues,

everyone in my address book, and told them what I was doing. This yielded most of my early enquiries, and in fact my first client was my previous employer!

Another way I promoted my new consultancy was to get articles published in leading journals in my chosen sectors. This cost me little but time. I didn't get masses of leads from my first few appearances in print, but such promotion did my professional reputation no harm, and I often re-use the material on my website, in mail-outs to clients and in new business presentations.

Implemented with enthusiasm, commitment and care, these steps led to a successful and rewarding new business with very low start-up costs.

Now you will hear the talk again.

Reading and Language Knowledge Part 1, Section 1 Practice (pages 26–27)

Practice exercises

Synonyms

2 a 3 d 4 c 5 b

Here is a list of useful synonyms:

I apologise = I am sorry / I'm afraid
call off = cancel
meeting = appointment
at short notice = at the last minute
we regret to inform you = we're sorry to tell you
no longer in stock = unavailable
second-to-none = best
field of business = line of business
enquiries = questions
relevant = correct
away from the office = not at my/the desk

Make a list of synonyms in a vocabulary notebook.

Identifying why a person is writing

Here are the expressions matched with the reasons for writing. The underlined expressions are the key words.

- 1 Providing explanations
 - d The late arrival was the result of a train strike.
 - g Due to a problem with our supplier, all deliveries will be delayed.
- 2 Offering to do something
 - e If we can help you in any way, please do not hesitate to ask.
 - i We would be delighted to discuss this in more detail.
- 3 Requesting something
 - c I would be grateful if you could send me a copy.
 - f I'd really appreciate it if you sent me a new price list.
- 4 Informing someone
 - a I am pleased to tell you that your order is ready.
 - i I have to advise you that your payment is late.
- 5 Complaining about something
 - b I'm afraid this is not acceptable.
 - j I am extremely dissatisfied with the product I bought.
- 6 Enquiring about something
 - h I'm writing to ask you when it will be ready for collection.
 - k Could you let me know how often you deliver?

Look out for examples of this type of language in your business letters and emails.

Test practice

The correct answers are underlined.

- 1 The Central Plaza Hotel offers Toronto's biggest fully-equipped business centre for meetings, conventions and other business needs. Ideal for the business traveller.

Biggest does not always mean best.

The Central Plaza

- A offers the best facilities for business guests in Toronto.
- B is only recommended for business people.
- C would suit large companies wishing to hold a conference.

Not only business people.

- 2 Please ignore this email if you have already received the goods you requested on 7th March, otherwise contact us immediately by phone.

What does this email tell you?

In other words: if your order has arrived, do nothing. If it hasn't, call us.

- A You need to telephone the company to tell them if your order has arrived.
- B You don't need to reply to this email if your order has been delivered.
- C You should email the company if you want to arrange a new delivery date.

- 3 To qualify for a 10% discount, your order must exceed \$5,000. We cannot make an exception, even for new customers.

The key words in this message are underlined.

What is this company's policy on discounts?

- A All new customers get a 10% discount on their orders.
- B No customers can get a discount on orders of less than \$5,000.
- C New customers have to spend more than \$5,000 on their first order.

- 4 businessflightfinder.com searches more than 200 different airlines to bring you the cheapest business flights on the web.

businessflightfinder.com is

- A an agency for budget business travel.
- B a low-cost business airline.
- C an online guide to using the internet for travel.

What would you expect to buy from this company? Cheap tickets. Who finds cheap tickets? Agencies. (A)

Reading and Language Knowledge Part 1, Section 1 Test (pages 28–30)

51 C 52 A 53 A 54 B 55 A
56 B 57 C

Reading and Language Knowledge Part 1, Section 2 Practice (pages 31–32)

Example: B

Keeping vocabulary records

- 2 All correct except:
 - c The management are discussing ~~about~~ this problem.
 - g When will you pay me ~~by~~ for the work I did last week?
 - h Time for questions is included ~~to~~ in my presentation.