

LANGUAGE

Lesson 1.1 Vocabulary

C1 Business Higher Reading Part 4

1 Choose the correct option.

- 1 Before we go into production, we need to create a to test the theory.
a sample b stereotype c prototype d survey
- 2 I'm having difficulty getting the issue of our delivery problems.
a into b round c about d on
- 3 The team is commended to have found a very way to solve this problem.
a harmful b well thought c unorthodox d insight
- 4 We need you to up on innovative ways of engaging our audience.
a read b research c write d dream
- 5 We are only interviewing candidates who have the ability to our newest programs.
a conform b reach c inform d code
- 6 This meeting is to the problem of stock and to find a solution.
a solve b impact c address d catch
- 7 The company has recruited a great as CEO to lead us in new directions.
a engineer b researcher c designer d innovator
- 8 We are hoping the new product will on through an exciting marketing campaign.
a catch b lead c dream d sell
- 9 The managers feel that our current solutions are and need readdressing.
a updated b fresh c out-of-date d innovative
- 10 What we need is a new and innovative to retain our client base.
a manner b approach c thinking d product

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Lesson 1.2 Grammar

2 Complete the sentences with a(n), the or no article (Ø).

- 1 She is engineer with a rival company.
- 2 Here is report you asked for.
- 3 We need ideas to continue growing.
- 4 This is best way forward I can see.
- 5 'Which one?' 'You know, one in France.'
- 6 We need to have strategic meeting.
- 7 This product needs to be as hot as sun.
- 8 Companies such as Apple are leading the way.
- 9 Do you have information I asked for?
- 10 We are entering uncertain future.

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Lesson 1.4 Useful language

3 Choose the correct word to complete the sentences from a presentation.

- 1 Have a *chat / look / read* at the statistics we compiled from last year's sales – I'm sure you'll agree we need to improve.
- 2 We must be proud of what we have done over the last year – it's such an incredible *act / ambition / achievement*.
- 3 It's all about knowing our customers. So how do we *find / read / act* out what they want?
- 4 The *transition / culture / issue* is not about trying harder but more about thinking differently.
- 5 There is little *feedback / doubt / issue* in my mind that we will succeed.

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Lesson 1.5 Useful language

LinguaSkill Business Advanced

4 Choose the correct option.

We have discovered that although we are market leaders, we must still keep pushing for excellence. A recent research report has demonstrated that due to ¹..... to entry, our newest competitors are

experiencing difficulties. We have a proven track record ² _____ of the popularity as a brand. ³ _____, we must not take this advantage lightly. We will be conducting a nationwide survey to analyse our UX, ⁴ _____ means our customers will inform our later decisions. We must take risks in ⁵ _____ to reap the rewards.

- | | | | |
|-------------------|-----------|------------|----------|
| 1 a opportunities | b jumps | c barriers | d stops |
| 2 a but | b because | c as | d while |
| 3 a Before | b However | c As | d But |
| 4 a although | b because | c as | d which |
| 5 a that | b after | c order | d before |

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SKILLS

Listening

LinguaSkill Business

5 [BP_C1_Test_01_01.mp3] You will hear a discussion between two managers at an IT consultancy firm about how best to encourage innovation. For each question, choose the correct option. You will hear the discussion twice.

1 What has Martin been doing to prepare for the meeting?

- a** some brainstorming exercises
- b** research of different approaches
- c** encouraging others to help prepare

2 How does Martin see forums as different to meetings?

- a** Forums are less formal than meetings.
- b** Meetings don't have the same objectives.
- c** Forums tend to produce more discussions.

3 Why does Tracey think that collaboration is beneficial?

- a** Because it allows for all ideas to be considered.
- b** Because only unorthodox solutions will survive.
- c** Because divergent thinking is an important quality.

4 Tracey believes that further training will

- a** show colleagues the severity of the situation.
- b** enable colleagues to contribute effectively.
- c** give colleagues the chance to demonstrate their skills.

5 Martin thinks that failures are

- a** preventing innovation from happening.
- b** discouraging for employees.
- c** a good chance to learn and progress.

6 What does Tracey think of the current incentives scheme?

- a** It serves its purpose well.
- b** It needs to be restructured.
- c** There is little point in having an incentives scheme.

7 What problem was there at Martin's former company?

- a** The employees were paid the same amount of money.
- b** There was no innovation at all.
- c** The board of directors didn't listen.

Reading

C1 Business Higher Reading Part 3

6 Read the following article about creativity in business. For each question, choose the correct option.

How the modern office is killing our creativity

Chief executives have talked for decades about the importance of innovation, which academics define as the implementation of new ideas. But far less attention has been devoted to figuring out how to foster creativity itself. That began to change after the dotcom crash of 2000 and the subsequent financial crisis. By 2010, a global survey of more than 1,500 CEOs found creativity was deemed the single most important leadership trait for success. Later research has shown that CEOs think the struggle to hire creative workers is one of the biggest threats to their business.

As a result, books like Roger Mavity's *How to Steal Fire* arrive with great frequency. Like so many others, it promises to show readers how to 'think boldly' and 'spark imaginative thought', yet as soon as he began setting out his ideas, an obvious problem emerged: almost everything he was suggesting is nearly impossible in the modern office, starting with its design.

'The first thing that helps creativity is solitude,' Mr Mavity said. 'Creativity is essentially an individual rather than a collective activity.' However, he added: 'How you do that in a big open plan office with 100 other people trying to be creative at the same time is an interesting question.' It certainly is. Solitude is in hopelessly short supply at a time when companies are captivated by the financial allure of the open-plan office and hot-desking. Worse, their bosses may be quite unaware of the problem. Nearly two-thirds of

executives believe their staff have the tools they need to deal with distractions at work, but fewer than half of employees agree, according to a 2015 Oxford Economics study. But Mr Mavity had more bad news: the obsession with the concept of teamwork is one that is harmful to company culture.

The idea that great creative thoughts come from teamwork, brainstorming and the ever-present away day is one of the 'great myths' of creativity, he said. Group dynamics mean people trying to figure out a problem together tend to either show off to impress, or politely back each other's thoughts no matter how rubbish they are. Either way, because responsibility is shared, the pressure to come up with solutions is reduced. As his book puts it: 'Brainstorming produces, at best, a light, irritating drizzle of complacent mediocrity.' Here again, he met blank looks around the table. Brainstorming and teamwork are mainstays of modern business life, not to mention endless meetings and other bureaucratic distractions that conspire to interrupt focused thought, creative or otherwise. These practices persist despite their obvious drawbacks.

Harvard Business School professor Teresa Amabile has been studying creativity since the 1970s. 'There is a disconnect,' she says, explaining that smart companies understand the need for concentration. 'There are people who seem to be able to do really top creative work in coffee shops,' she adds. 'But most people can't do that.' They need to be free of distractions in the physical environment. Being around other people can be helpful when you are trying to gather background information or understand the dimensions of a problem, she says, but not when it comes to doing really complex, innovative work. So, what should executives be doing to foster creativity? 'They have to walk the talk,' says Prof Amabile, explaining leaders need to set clear goals and then give people doing creative work the time, resources and autonomy to achieve them. Managers must be genuinely open to new thoughts and make sure good ideas are fostered. 'None of it is rocket science or brain surgery,' she

says. 'But you really do have to pay attention on a regular basis to whether people have these things.'

1 What does the writer suggest has been overlooked in the 1st paragraph?

- a** the importance of innovation
- b** how to hire creative workers
- c** how to survive the financial crisis
- d** how to encourage creativity

2 What is the writer's opinion in the 2nd paragraph?

- a** Books like Mavity's are a great success.
- b** Modern offices can hinder creativity.
- c** Designing offices can be creative.
- d** Mr Mavity possesses a unique point of view.

3 According to Mr Mavity, creativity

- a** is a teamwork exercise.
- b** is easily done in an open-plan office.
- c** should be done alone.
- d** is the same as solitude.

4 What do employers and employees disagree on?

- a** Staff are able to deal with distractions.
- b** Open-plan offices are a necessity.
- c** Bosses know about the problems in offices.
- d** The concept of teamwork.

5 What is one of the drawbacks of teamwork?

- a** It is a mainstay of modern business life.
- b** It is a myth of creativity.
- c** It creates less pressure to solve problems.
- d** It encourages negative group dynamics.

6 What is the writer's opinion of meetings?

- a** They are never-ending.
- b** They have no drawbacks.
- c** They can distract from focused thought.
- d** They encourage mediocrity.

7 What does Teresa Amabile say about working people?

- a** They understand the need for focused concentration.
- b** They need no distractions to be creative.
- c** They can be creative in busy places, like coffee shops.
- d** They do complex work in teams.

8 What point is made about managers in the final paragraph?

- a** They should allow employees to set goals.
- b** They must come up with ideas themselves.
- c** They must be open to new ideas.
- d** They should provide better resources.

Name: _____

Writing

C1 Business Higher Writing Part 2

7 Your company has decided to investigate how to create a more innovative culture in the workplace. Your manager has asked you to write a research report based on the information below.

Write the report for your manager, including

- a summary of the information below
- what new initiatives could be implemented

Write 200–250 words.

Employee survey on attitudes to innovation practices

IDEA	Very positive	Somewhat positive	Neither	Somewhat negative	Very negative
More Training	20%	65%	10%	4%	1%
Face-to-face communication	33%	30%	25%	10%	2%
Incentives	47%	30%	23%	0%	0%
Paid innovation time	52%	19%	10%	15%	4%

UNIT 1: Language and skills test

C1 Business Partner

Name: _____

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