

LISTENING

Approximately 40 minutes (including
10 minutes' transfer time)

PART ONE

Questions 1–12

- You will hear the founder of a company called Manshee talking to business students about its development.
- As you listen, for questions 1–12, complete the notes, using up to three words or a number.
- After you have listened once, replay the recording.

THE DEVELOPMENT OF MANSHEE

- The speaker had a problem finding for his computer.
- Initially, the speaker bought from businesses.
- Four years after its launch, Manshee's was £6 m.
- The company grew rapidly without having
- The main factor in the company's decisions was the current month's
- fell as a result of competition.
- Manshee's consultants work mostly with
- The consultants made Manshee's directors put their future in order of priority.
- The directors first focused on and financial goals.
- What the speaker feels was particularly valuable was the of the consultants' advice.
- Manshee classifies its customers on the basis of their
- The most successful division is the one working with the sector:

PART TWO

Questions 13–22

- You will hear five different people talking about problems and responses to them in the companies where they work.
- For each extract there are two tasks. For Task One, decide which problem each speaker mentions from the list A–H. For Task Two, decide which response the company made to the problem from the list A–H.
- After you have listened once, replay the recording.

Task One – Problems

- For questions 13–17, match the extracts with the problems, listed A–H.
- For each extract, decide which problem for the company is mentioned.
- Write one letter (A–H) next to the number of the extract.

- | | |
|----------|---|
| 13 | A The directors' experience was narrow. |
| 14 | B Certain products went out of fashion. |
| 15 | C There was a reliance on poor-quality supplies. |
| 16 | D There were conflicts between directors. |
| 17 | E Too many new products were launched at the same time. |
| 18 | F Reasons for previous success were misunderstood. |
| 19 | G There was a failure to understand economic trends. |
| 20 | H Some advisors made poor recommendations. |

Task Two – Responses

- For questions 18–22, match the extracts with the responses, listed A–H.
- For each extract, decide which response the company made to the problem.
- Write one letter (A–H) next to the number of the extract.

- | | |
|----------|--|
| 18 | A Large severance payments were made. |
| 19 | B New shares were issued. |
| 20 | C A takeover bid was accepted. |
| 21 | D Low-cost products were introduced. |
| 22 | E A partnership abroad was formed. |
| 23 | F One division was sold off. |
| 24 | G Some products were rebranded. |
| 25 | H A cost reduction programme was introduced. |