

Progress test 1 (Units 1–3)

LISTENING

Track 2

Listen to an interview with Helen Parker, a training and development consultant. Choose the best answer – a, b or c – to the questions below.

- 1 How well does Helen say organisations understand their own training needs?
 - a) Usually not very well
 - b) Generally pretty well
 - c) Often extremely well
- 2 How does Helen find out what sort of training will be useful to a company?
 - a) She asks the management.
 - b) She interviews the employees.
 - c) She spends time in the company.
- 3 What is the benefit of the activities she conducts?
 - a) They help her see how people work together.
 - b) They allow her to understand a company's products or services.
 - c) They encourage the management and employees to relax together.
- 4 How do case studies help Helen?
 - a) They allow her to identify the most intelligent people in the organisation.
 - b) They let her watch how people react to certain ideas and situations.
 - c) They give her an opportunity to encourage people to share their emotions.
- 5 What do the bridge- or tower-building exercises show Helen?
 - a) How groups do or don't cooperate
 - b) What learning styles people prefer
 - c) Which people are likely to leave the company sooner rather than later
- 6 Which of these is a feature of the bridge- and tower-building exercises?
 - a) The teams must select appropriate materials.
 - b) There is a deadline for the project.
 - c) The construction must be done without tape or glue.
- 7 What does Helen say about the building games?
 - a) They put people in roles they don't usually perform at work.
 - b) They generally reflect how relationships work on the job.
 - c) They help improve communication.

- 8 After the first phase of work in a company, what does Helen do next?
- She sets up training programmes.
 - She makes suggestions for team reorganisation.
 - She put workers and managers into 'training teams'.
- 9 What do coaching and mentoring have in common?
- Both build on skills that are already present.
 - Both introduce and develop new skills.
 - Both require the financial backing of the company.
- 10 How is mentoring different from coaching?
- Mentoring doesn't require as much commitment.
 - Mentoring usually requires expert involvement from outside the company.
 - Mentoring generally has a longer timeline.

VOCABULARY

A Complete the sentences with the noun form of the words from the box. You will not need all of the words.

advise allow develop educate employ intern qualify recognise

- 11 In my final year of university, I had an _____ at a Volkswagen plant in Mexico. It was a great experience.
- 12 I need to ask for some _____ about how to make the best possible impression at my interview next week.
- 13 All employees are given an _____ for food and travel expenses when they work away from the office.
- 14 Nico earned an accounting _____ by receiving on-the-job training provided by his company.
- 15 Adam Reeves has received a lot of _____ inside the company for making real improvements through effective training.

B Complete the conversation with the words and phrases in the box.

emissions energy eyes in agreement off panels slouching staring
technology wave

Seth I heard you gave a presentation on renewable _____¹⁶ this morning. How did it go?

Piet Not very well. Martin asked me to do it just yesterday and I wasn't really prepared.

Seth Oh, that's a shame. What happened?

Piet Well, I started off talking about the need to reduce carbon _____¹⁷ and at first I thought people were nodding _____¹⁸ but actually they were nodding _____¹⁹!

Seth Did you have a chance to talk about fuel-cell _____²⁰? That's your area of expertise.

Piet Only at the very end. It seemed like everyone was more interested in _____²¹ power and solar _____²² and I'm not really an expert on those.

Seth No, that's more Martin's area, isn't it?

Piet When we'd been going for about half an hour, everyone was just _____²³ in their seats. A couple of people asked interesting questions and I thought I was recovering but then the catering people started setting up for coffee break so of course everyone was letting their _____²⁴ wander over to that.

Seth Oh, dear.

Piet Then I noticed that Martin was sitting at the back of the room with his arms folded across his chest, _____²⁵ at me and acting as though he was offended by my bad presentation!

LANGUAGE

A Match the sentence beginnings (26–30) with the best endings (a–e).

- | | | | |
|----|--|----|---|
| 26 | Don't worry about organising the training schedule, | a) | I merely typed it up. |
| 27 | I don't think Beth wrote this; | b) | Lawrence already did it. |
| 28 | Several people worked on this but | c) | it was primarily Ian who put it together. |
| 29 | Because it's difficult, not everyone has finished the training course but Lisa | d) | Jane probably did it. |
| 30 | Stan did most of the planning and | e) | successfully completed one last year. |

B Each of these sentences contains an expression that's wrong. Cross out the incorrect word and write the correct one.

- 31 If we're going to turn this company around, we need to connect the spots and understand that all of our problems are somehow related. _____
- 32 We don't want to allow workers to home their skills at our company and then take their expertise somewhere else for more money. _____
- 33 Your theory makes a lot of sense but it's completely divorced from practising. We simply don't work that way! _____
- 34 It's important to rejog teams from time to time even when there isn't a problem. It keeps ideas fresh. _____
- 35 When he said my input was 'academic', I think he was using the word in the pejorating sense. _____

C Choose the correct words to complete these sentences.

- 36 Most people understand the need to move away from (the / —) fossil fuels but actually doing it will be very difficult.
- 37 (An / The) airline industry around the world has suffered in the recession.
- 38 We need to identify (a / the) sympathetic person in middle management who would be willing to take on a mentoring role for at least the next two years.
- 39 (The / —) US is often seen as a tough market by UK companies.
- 40 Building (a / the) personal network is extremely important for graduates.

SKILLS

A Put the sentences into a logical order to make a conversation.

- a) **Sam** I thought your face looked familiar! I was there, too. I'd love to talk to you sometime soon about something I'm working on.
- b) **Mia** Not at all. I'm Mia Leeman. I'm with Kumatori Brake Company in Osaka. Sam, you might like to meet my colleague Nori Okazaki. He works on brake systems for Toyota.
- c) **Mia** Excuse me. I'll let you two keep on talking but I'm afraid I have to make a quick call.
- d) **Sam** Yes, that would be good. So you're based in Osaka, is that correct?
- e) **Sam** Hello. I'm Sam Soames. I'm in marketing with Toyota UK. Do you mind me asking where you're from?
- f) **Nori** Nice to meet you, Sam. I met some of your colleagues at the Paris Motor Show.
- g) **Nori** OK, Mia. See you later. Sam, we should do lunch one day this week.
- h) **Nori** Not quite. Mia is in Osaka but I'm based at one of our factories, in Thailand.
- 41 _____

- 42 _____
 43 _____
 44 _____
 45 _____
 46 _____
 47 _____
 48 _____

B Complete the conversation with the words and phrases in the box.

agree clarify could consider keep going on
 keep our options open meant would be

- A Liam's leaving next week and we still don't have a replacement.
 B We _____⁴⁹ sharing out his work between ourselves.
 A Sorry but could you _____⁵⁰ how that would work?
 B Well, I just _____⁵¹ that you and I could divide Liam's work. You take half, I'll take half.
 A I'm not sure I _____⁵² with you there. Wouldn't it be way too much for us?
 B I know I _____⁵³ about this but since he lost his two biggest accounts, he just hasn't been that busy.
 A Let's _____⁵⁴; we need to consider hiring a replacement.
 B Fair enough. Another option _____⁵⁵ to just wait and see what happens.

READING

Read the article and decide if these statements are true or false.

- 56 Siemsa Cataluña was founded as a wind turbine manufacturer.
 57 Spain's wind-generation capacity increased by about 40–50 times between 1991 and the writing of the article.
 58 Few companies produce more wind energy than Iberdrola.
 59 Photovoltaic energy hasn't been badly affected by recent changes in market conditions.
 60 Between 2005 and the writing of the article, Spain's PV capacity increased by 3,456 MW.
 61 A number of factors has meant that since October 2008, new investment in PV technology has virtually stopped.
 62 In the year before the article was written, GES's revenues decreased to 25 per cent of their previous level.
 63 Ingeteam was acquired by GES but the acquisition led to layoffs.
 64 Several solar energy companies have delayed going public until the economic situation improves.

Renewable energy: Cloudy forecast for solar power

By Mark Mulligan

Founded in 1982 as Siemsa Cataluña, the company now known as Global Energy Services started life as an engineering services provider to petrochemical complexes in the country's industrial zones.

In 1991, Siemsa Cataluña was bought by Gamesa, then a fledgling wind turbine manufacturer and wind park developer, under whose ownership it diversified into most generation technologies.

'When we became part of Gamesa, there were about 400 or 500 megawatts of wind-powered generation capacity in Spain,' says Ricardo Moro, GES Chief Executive. Today, there are close to 20,000MW scattered around the country, putting Spain's among the world's highest per capita producers and users of wind energy.

In the process, Gamesa, which fed much of that development, has become a global leader and Iberdrola, the electricity generator, is the world's number one in terms of wind power capacity.

However, investment in the segment has dropped sharply in the

past two years as falling demand and lower wholesale power prices have combined with scarce financing and regulatory uncertainty, forcing companies to rethink their plans.

Solar energy using photovoltaic (PV) cells has been the hardest hit, caught between tight credit conditions, government austerity and an official crackdown on market abuses and overinvestment. From 44MW of installed capacity at the end of 2005, Spain today has about 3,500MW of PV capacity, according to the European Commission. However, most of that was installed before October 2008, when feed-in tariffs for new plants were slashed. These cuts, plus the financing crisis, capacity quotas and uncertainty about pricing regimes have put the brakes on fresh investment in the sector.

In spite of its broad geographical and business diversification, GES felt the impact: Mr Moro attributes a 25 per cent drop in revenues last year, to €530m (\$730m), mainly to the absence of new photovoltaic installation contracts.

The company was also forced to lay off hundreds of workers. In Spain's industrialised Basque region, specialist engineering groups also suffered. Bilbao-based Ingeteam, among the world's biggest manufacturers of electrical and mechanical components for wind farms and solar parks, noted a marked drop in sales. Stock market volatility and the eurozone debt crisis also added to the uncertainty, forcing a clutch of solar energy groups to postpone planned initial public offerings in Madrid.

Although bringing some order to the photovoltaic segment and reaching temporary accords on pricing and capacity with thermo-solar and wind park operators, the government remains under pressure to bring clarity to longer-term energy policy. Its reluctance to deregulate electricity prices completely continues to create unease among potential investors. Analysts say it has little choice but to let market forces decide.



WRITING

You are responsible for organising a stand at an important trade show. On 15 July you ordered from a stationery company 1,000 promotional giveaway bags with printed matter about your products as well as pens with your company name and other items. On 17 November, three weeks later than scheduled and only three days before the trade show, 100 bags arrived. You phoned the company and explained that the order was 900 bags short. They promised to deliver the additional bags in time for the trade show but they failed to do so. Write a formal e-mail of complaint (150–200 words). It should start and finish with the appropriate salutations.

Structure your e-mail as follows:

- Write to your contact at the company, Ms Lisa Lawrence.
- Explain briefly why you are dissatisfied with the service.
- Set out the details of what happened.
- Describe the consequences: you lost the opportunity to make contact and communicate with important customers, which could affect your business.
- Point out that the paperwork for the order and the packing list that came with the delivery specified 1,000 rather than 100 bags and so the error should have been picked up at the supplier's end.
- Say that you've now decided to cancel the purchase. Ask the supplier for a full refund of your payment.

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PEARSON

ALWAYS LEARNING

Progress test 1 Answer key

LISTENING (10 MARKS)

1 a 2 c 3 a 4 b 5 a 6 b 7 b 8 a 9 a 10 c

VOCABULARY (15 MARKS)

- 11 internship
- 12 advice
- 13 allowance
- 14 qualification
- 15 recognition
- 16 energy
- 17 emissions
- 18 in agreement
- 19 off
- 20 technology
- 21 wave
- 22 panels
- 23 slouching
- 24 eyes
- 25 staring

LANGUAGE (15 MARKS)

- 26 b 27 d 28 c 29 e 30 a
- 31 spots, dots
 - 32 home, hone
 - 33 practising, practice
 - 34 rejog, rejig
 - 35 pejorating, pejorative
 - 36 —
 - 37 The
 - 38 a
 - 39 The
 - 40 a

SKILLS (15 MARKS)

41 e 42 b 43 f 44 a 45 c 46 g 47 d 48 h

49 could consider

50 clarify

51 meant

52 agree

53 keep going on

54 keep our options open

55 would be

READING (10 MARKS)

56 False

57 True

58 False

59 False

60 True

61 True

62 False

63 False

64 True

65 False

WRITING (15 MARKS)

See Examiner's notes.

MODEL ANSWER TO WRITING TASK

Subject: Promotional giveaway bags

Dear Ms Lawrence

I'm writing to express our dissatisfaction with your service. Your company failed to deliver our complete order on time.

We received delivery of 100 promotional giveaway bags on 17 November, three weeks later than scheduled. However, the order was for a total of 1,000 bags. I immediately called your customer services department and asked for the missing 900 bags to be delivered in time for our trade show on 19 November. I pointed out that, as it was your mistake, it was your responsibility to correct it. I was promised that the additional bags would be delivered in time for the show.

However, we did not receive this delivery until 25 November. The trade show was over by then. As a result, we lost the opportunity to make contact and communicate with important customers, which could have serious consequences for our business.

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The paperwork for the order and the packing list that came with the 100 bags both specified 1,000 bags rather than 100. Your company failed to check that the order was complete and failed to respond to our request to correct the mistake. We therefore request that you refund our entire payment.

Yours sincerely

PROGRESS TEST 1

Track 2 (I = Interviewer, HP = Helen Parker)

- I How does a company know what kind of training it needs?
- HP That's a good question. In fact, a lot of managers think that their teams need training in teamwork and a lot of employees think their managers need training. The hardest thing for any organisation to see is what they don't know. If you don't know something – if you don't know what's missing – how can you ask for it?
- I I think I see what you mean. So how do you go about figuring out what sort of training to give?
- HP I always go through a needs analysis process. This usually means I visit and observe a company for a few days. Sometimes I get them to do some activities that help me evaluate their values and understand their team dynamic.
- I What sorts of things do you do?
- HP Sometimes I give groups of people case studies to work on. A case study usually presents a problem or a dilemma in an organisation. There's no one correct answer or solution to these problems but it's always very interesting to see people's reactions. Sometimes, for example, people get really emotional and I can see what people are sensitive about.
- I What else do you do?
- HP Bridge-building and tower-building exercises are a good way to see how teams work together.
- I Could you explain those?
- HP Well, I give teams some basic supplies like cardboard and glue and I ask them to build something – a tower or a bridge – to certain specifications in a limited period of time. It's a good way to observe how leadership works, how people communicate and so on. I've found that team dynamics are pretty much the same whether people are playing a game or doing their job.
- I Once you've seen a company in action, what happens next?
- HP Most of the time I set up coaching programmes and sometimes I organise mentoring.
- I What's the difference between coaching and mentoring?
- HP Both are ways of working closely with people to improve skills that they already have. I usually arrange coaching for a fairly short period of time. Mentoring is a much longer-term process and it tends to require a relatively long-term investment by the person – someone already within the company – who's doing the mentoring and obviously it takes a lot of commitment from the person who's being mentored.