

Progress test 2 (Units 4–6)

LISTENING

Track 3

Bill Wilson works for an advertising agency. He has asked his colleague, Alison Bates, for some advice. Bill is worried about the behaviour of their manager, Steve Parks. Listen to their conversation and decide whether these statements are true or false.

- 1 Bill is worried because he's too busy.
- 2 Bill is making a formal complaint to Alison.
- 3 Bill is concerned that Steve has lied.
- 4 Steve and Bill often go on business trips together.
- 5 Steve and Bill visited a shopping mall together, on business.
- 6 Steve bought an expensive bag for a client.
- 7 Steve paid for a present for his wife with his company credit card.
- 8 Steve has a budget to buy meals and presents for clients.
- 9 Steve encouraged Bill to pay for personal items with his company credit card.
- 10 Bill is worried that Steve's behaviour could hurt the company.
- 11 Bill wants Alison to talk to Steve about the problem.
- 12 As well as misusing his credit card, Steve is basically an incompetent manager in Bill's view.
- 13 Alison thinks Bill should talk to Steve's manager immediately.
- 14 Alison suggests that Bill speaks to Steve about his concerns.
- 15 Bill seems unlikely to take Alison's advice.

VOCABULARY

A Complete the articles with the words in the box.

bid commitments drop in individual influence juggle market
 set up viral word of mouth

Web marketing in China

A recent¹⁶ study in China has found that¹⁷ marketing – for example video clips that circulate on social networking sites – is taking off more there

than in Western markets. The¹⁸ of blogs and other user-generated consumer reporting is rapidly increasing and consumers trust¹⁹ views and

opinions which speak to their²⁰ requirements more than advertising.



The home office

Knight Corporate Finance is a boutique business advisory firm that was²¹ by Paul Billingham and Adam Zoldan. However, the closest thing they have to an office where you could²² for

a visit is Home House, a members' club in central London. And they only use it as a place to host meetings. Both men²³ a busy professional life and the demands of a young family. Working from home is a

.....²⁴ – so far successful – to keep their²⁵ both at home and the office.



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

- 26 The CEO was forced to resign after he became mired in a) evidence of serious accounting irregularities and reported it to the authorities.
- 27 A junior researcher stumbled across b) the guts to report what she'd found.
- 28 At the trial, the CEO said that he wanted to come clean about c) the bad decisions he'd made and simply clear the air.
- 29 The researcher said that it had taken her several weeks to work up d) the helm, the company was able to put the past behind it and rebuild its image.
- 30 After a new CEO had taken e) allegations of serious accounting fraud.

LANGUAGE

A Decide whether the underlined clauses are defining (D) or non-defining (N).

- 31 Bob Hatterson is someone who I can really trust to do a great job.
- 32 Peter James, a manager at Marks & Spencer, has some fresh ideas about marketing.
- 33 This distribution issue isn't a problem we're going to be able to solve easily.
- 34 Ikea, the giant of the flat-pack furniture industry, has been a global success for decades.
- 35 The website, launched only two months ago, has already generated hundreds of thousands of euros in profit for the company.
- 36 We want to avoid marketing products aimed only at teens.

B Choose the best words to complete the sentences.

- 37 By (working / to work) for a variety of employers, I've gained a lot of experience.
- 38 I'm not laid back enough (living / to live) as a freelancer. I'd always worry about the next job.
- 39 He's a (hard-working / hard-work) manager so he gets a lot done.
- 40 It's hard to keep up to speed but I enjoy (doing / to do) it.
- 41 People who employ you expect you (being / to be) on call all the time.
- 42 I tried to stop John making the payment but he (couldn't / wouldn't) listen to me.
- 43 Hiding the truth was a mistake. I (shouldn't / wouldn't) have done that but I did.
- 44 If I had been in your position, I (should / would) have asked for help.
- 45 Larry said he (couldn't / shouldn't) force Liam to stop taking big risks.

READING

Read the article and choose the best answer – a, b or c – to the questions below.

- 46 What do companies not understand well, according to recent research?
- a) What attracts workers to join a company
- b) What makes workers want to stay in a job

- c) What makes employees want to perform well in a job
- 47 Which of these things does the research show?
- a) Workers and employees have different ideas about what encourages loyalty.
- b) Employers aren't interested in retaining talent.
- c) Employees don't consider it important to be motivated.
- 48 Which of these was among employees' main motivations?
- a) Recognition of individual achievement
- b) The company's ethics
- c) The remuneration package
- 49 What do employees think of the way their abilities are applied to their work?
- a) Companies don't take full advantage of employees' abilities.
- b) Companies expect too much of employees.
- c) Companies are basically good at making use of employees' talents.
- 50 How have workers responded to the economic downturn?
- a) A large percentage of people have accepted jobs way below their ability level.
- b) Many have developed new expertise that they can apply to their work.
- c) They have had to conceal lack of ability in order to compete in the job market.
- 51 What would cause 25 per cent of workers who aren't actively looking for work to change jobs?
- a) Disappointment with their current position
- b) The opportunity to join a company with a strong brand
- c) A job that offered more pay, a good career path or more flexible working conditions
- 52 Why does Brian Wilkinson say companies need to motivate workers to stay?
- a) Because workers have skills that are valuable to the company
- b) Because a well-motivated workforce is more productive
- c) Because the danger of head-hunting by the competition is high
- 53 What does Brian Wilkinson recommend companies invest in?
- a) Cost-cutting technology
- b) Retaining key staff
- c) Making employment more flexible
- 54 How does Brian Wilkinson recommend companies deal with the ageing population?
- a) Attract young talent with extensive training packages
- b) Freeze the retirement age
- c) Plan to use short-term personnel solutions
- 55 What does the article say about employees working away from the office?
- a) It's increasingly popular with workers.
- b) Many employers are already strongly encouraging it.

- c) It isn't likely to be a permanent solution for most companies.

Staff motivation misunderstood

By Brian Groom

Employers are failing to understand properly what motivates their employees to continue working for them, according to recruitment industry research.

A survey of 800 people by Randstad, the recruitment company, revealed a mismatch between what employers think will retain talented staff and what employees say will make them stay.

Employers ranked the main factors driving people to stay at a company as its brand, culture and the benefits package offered. But employees ranked the most important factors as the level of pay followed by training and development, a good career path and flexible working conditions.

Randstad's report, which examines current and future patterns of employment, found half of employees surveyed felt their skills were being under-utilised, even though 23 per cent had improved them during the past 18 months.

It has labelled this group 'Generation R'. During the economic downturn, a third of permanent staff and a fifth of interims and contractors have raised their skills to cover additional responsibilities, often because organisations have not hired new staff. The recession has also resulted in around 10 per cent of people taking up positions that do not fully utilise their skills.

Brian Wilkinson, head of Randstad UK, said: 'Our report highlights that there is a gap between what organisations think will motivate their key talent to stay with them and what their employees actually say will retain them. The research also showed that a quarter of workers who are not actively looking would consider changing employer if something attractive came up.'

It was important that organisations acted now to resolve this gulf in understanding, otherwise they risked losing talented people who had

acquired new skills and made themselves more valuable, he said. 'For many organisations it will be a fine balancing act between investing to hold on to key staff and minimising the overall labour cost base by building in more flexible employment strategies.'

Mr Wilkinson added that while organisations were focusing on pressing issues, they must not lose sight of long-term trends that pointed towards skills shortages, particularly as the number of people of working age declined and the population aged. Raising the retirement age would help organisations, he said, but many would also need to adopt human resource strategies that made greater use of temporary and interim skills as well as technology. 'Remote working has been spoken about for many years, but many people will expect to do more work this way in the future, so employers will need to adapt to access the best talent.'



SKILLS

A Read the introduction to a presentation. Write the letter (a–h) of the correct technique next to the number (56–60) of the extract from the text. You will not need all the techniques.

Good morning. My boss is an optimist. He says 'The glass is half full.' His boss is a pessimist. She says 'The glass is half empty.'⁵⁶ My name's Becky Mendez. I'm a marketing consultant and I say 'Your glass needs re-sizing.'⁵⁶

According to inventor Edwin Land, 'Marketing is what you do when your product is no good.'⁵⁷ For all of us who work in marketing, that's a pretty strong statement, isn't it?⁵⁸ But is Land right? Are we working in marketing because our product is no good⁵⁹?

Now, you may or may not know that Land was the inventor of the hugely successful Polaroid camera. You probably didn't know that in the mid 1990s, the company had an annual revenue of \$2.31 billion⁶⁰? Obviously Polaroid was doing something right ...

- a) Involving the audience
- b) Referring to surprising facts or figures
- c) Emphasising key words
- d) Using humour
- e) Calling for action
- f) Quoting someone

- g) Inviting agreement
- h) Telling an anecdote

- 56 _____
- 57 _____
- 58 _____
- 59 _____
- 60 _____

B Complete the sentences with the words in the box.

go 'm listening sense sound understand

Greg Shelly, hi. Good to see you.

Shelly We need to talk about this afternoon's presentation, Greg.

Greg I _____⁶¹ you're feeling a bit anxious about it.

Shelly Yes, more than a bit anxious. I don't think we're ready for it!

Greg I _____⁶². Please _____⁶³ on.

Shelly We're presenting together but we haven't practised!

Greg I'm not sure I _____⁶⁴. We've given this sort of presentation quite a few times before.

Shelly Yes, but not in front of 300 people. I'm not sure I want to go through with it.

Greg You _____⁶⁵ as if you're really worried about it.

Shelly I am!

WRITING

You are planning a monthly update meeting later in the week with three people you manage: Uma, Phoebe and Neil. The day and time have already been agreed. Write a polite, neutral e-mail (150–200 words) to them. Include the following information.

- Time: 10:00–12:00. Place: Room 247. Need to start and finish on time. (People have been late in the past and have wasted time during the meeting.)
- Team should update you on all of their projects.
- Everyone should bring their latest sales figures for presentation.
- Larry Collins, your regional manager in Manchester, has resigned at short notice; need to discuss interim duties to take up the slack; come prepared to make suggestions regarding any affected work.
- Need to discuss (not for the first time) the continuing problem of the kitchen area (not everyone is cleaning up after themselves; someone is leaving dirty dishes in the sink daily).

- Offer the opportunity to ask questions and share comments and say you're looking forward to the meeting.

Progress test 2 Answer key

LISTENING (15 MARKS)

- 1 False
- 2 False
- 3 False
- 4 True
- 5 True
- 6 False
- 7 True
- 8 True
- 9 True
- 10 True
- 11 False
- 12 False
- 13 False
- 14 True
- 15 False

VOCABULARY (15 MARKS)

- 16 market
- 17 viral
- 18 influence
- 19 word of mouth
- 20 individual
- 21 set up
- 22 drop in
- 23 juggle
- 24 bid
- 25 commitments
- 26 e 27 a 28 c 29 b 30 d

LANGUAGE (15 MARKS)

31 D 32 N 33 D 34 N 35 N 36 D

- 37 working
- 38 to live
- 39 hard-working
- 40 doing
- 41 to be
- 42 wouldn't
- 43 shouldn't
- 44 would
- 45 couldn't

READING (10 MARKS)

46 b 47 a 48 c 49 a 50 b 51 c 52 a 53 b 54 c 55 a

SKILLS (10 MARKS)

- 56 d 57 f 58 g 59 c 60 b
- 61 sense
- 62 'm listening
- 63 go
- 64 understand
- 65 sound

WRITING (15 MARKS)

See Examiner's notes.

MODEL ANSWER TO WRITING TASK

Subject: Meeting on Thursday

Dear Uma, Phoebe and Neil

Our monthly update meeting will be held this Thursday at 10:00 in room 247. I'd like you to come prepared to give an update on all of our projects and also to present your latest sales figures. We've had problems starting and finishing on time in the past so please arrive a few minutes early and plan to stay focused for the entire two hours.

I've recently learned that Larry Collins, our regional manager in Manchester, has unfortunately resigned at short notice. We'll need to discuss interim duties to take up the slack left by Larry's resignation so please

come prepared to make suggestions about how to deal with any work that may be affected by Larry's departure.

Finally, we need to discuss again the continuing problem of the mess in the kitchen area. Despite the fact that we've discussed this several times already, someone is still leaving dirty dishes in the sink almost every day. This is unacceptable and whoever's doing it needs to take responsibility.

If you have any questions or comments, please let me know. I'm looking forward to seeing all of you on Thursday.

With best regards

PROGRESS TEST 2

Track 3 (BW = Bill Wilson, AB = Alison Bates)

BW Can you spare a minute?

AB Sure. What's on your mind?

BW Work!

AB No surprise there! You busy?

BW Yeah, I am but that's not really the problem.

AB OK, well ... what's on your mind?

BW Well, it's ... it's Steve.

AB Steve?

BW Yeah, and listen, this conversation is just between you and me, right? I just want some advice.

AB Yeah, sure. Just between you and me.

BW Well, it's about expenses. Steve and I have been travelling together a lot and when we were in Seoul last month we were out checking out the displays in some of the international stores in a big shopping mall and Steve bought an expensive designer handbag while we were there.

AB Right ...

BW Well, it's just that he paid for it with his company credit card, which I noticed. Really it's none of my business but he told me the bag was for his wife and he also told me he had a good budget for client gifts and entertainment ...

AB And so he's buying presents for his wife with his company credit card.

BW Right. And not only that, he basically told me I should do the same thing and he told me how to submit my expenses so no one would notice.

AB Oh, dear. That's a tricky one!

BW I know. I mean, in a way, it's none of my business but, on the other hand, the whole company is trying to save money and it could really hurt the whole company if everyone used their company credit card this way. So I have to say, I feel tempted to go to Steve's manager and tell him what's going on.

AB Are you sure you really want to do that?

BW No, I'm not! I think Steve is doing a pretty good job and, if he left the company, it could really make a mess of things. Clients like him. He has a really good way with people.

AB Exactly. So you really do have to weigh up the pros and cons of talking with his boss. You might like to be ready for the next time it happens because you're bound to be in the same situation again.

BW That's true.

AB And when he uses his company credit card for something personal, you could tell him you've been thinking about it and you definitely don't want to use your company card in that way. The important thing is to avoid lecturing him about it or telling him what he's doing is wrong. If it were up to me, I'd raise the topic in a light way and at least get him thinking about what he's doing. You know Steve. Maybe he just hasn't thought through what he's doing.

BW Yeah, I think you're right. I mean, I don't think he'd steal anything from anyone if he thought of it as stealing. I'm sure he just thinks it's a kind of perk.